THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION

VOL. 6 ☐ NO. 10 ☐ NOVEMBER 1986

RESTAURANTS USA

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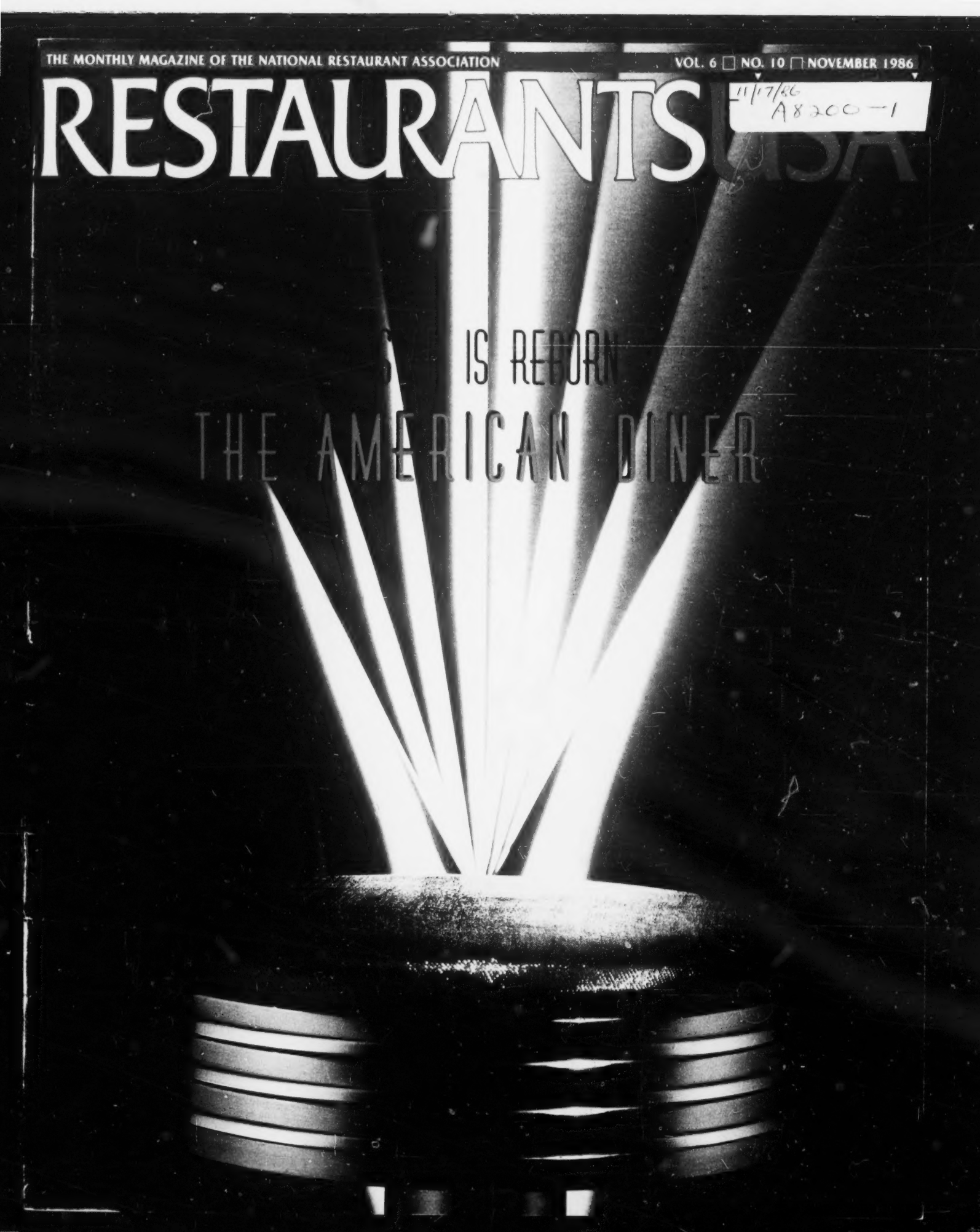

MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management
11/17 Monterey, CA
11/19 Sacramento, CA
1/20 Pawtucket, RI
2/3 New Orleans, LA
2/18 Rosemont, MN
2/19 Minneapolis, MN

Dining Room Management: Sales and Service
11/18 Monterey, CA
11/20 Sacramento, CA
12/1 Toronto, Ontario, Canada
2/2 Winnipeg, Manitoba, Canada

Kitchen Management
11/18 St. Louis, MO
11/20 Columbus, OH
1/22 Schaumburg, IL
1/26 Baltimore, MD

People-Power and Profits
11/17 St. Louis, MO
1/21 Philadelphia, PA
1/29 Cincinnati, OH

Tools for Training
12/9 Harrisburg, PA
2/25 Seattle, WA

Food Production Courses

Perfecting Your Culinary Skills
12/9 Salt Lake City, UT
1/27 Atlanta, GA
2/5 Dallas, TX

Simplified Baking Workshop
2/10 Ventura, CA
2/12 Sacramento, CA

Soups and Sauces
12/8 Des Moines, IA
12/10 Cheyenne, WY
1/22 San Diego, CA
2/16 Denver, CO

Foodservice Management Courses

Banquet Management
11/17 St. Louis, MO
12/2 Tampa, FL
1/26 Vancouver, B.C., Canada
1/28 Montreal, Quebec, Canada
2/23 Newark, NJ

Beverage Management
11/18–19 Louisville, KY
2/3–4 St. Louis, MO

Employee Motivation
2/9 Charlotte, NC
2/11 Vienna, VA

Food Cost Management
11/18 St. Louis, MO
12/2 Austin, TX
1/20 Orlando, FL
2/18 Nashville, TN

Foodservice Operators' Legal Workshop
11/17 Nashville, TN
1/27 Birmingham, AL
2/23 Concord, NH
2/25 Cincinnati, OH

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1/29–30 Atlantic City, NJ

Off-Premises Catering
12/3–4 Chicago, IL
1/26–27 Houston, TX
2/9–10 Madison, WI

Operational Analysis
1/28–29 Jacksonville, FL

Planning and Implementing Restaurant Marketing Strategy
11/17–18 St. Louis, MO

Planning Successful Buffets
12/4 Jacksonville, FL
12/17 Lexington, KY

Profitability
1/28 Atlanta, GA

Real Estate and Restaurant Site Selection
2/17–18 Scottsdale, AZ

Restaurant Design and Facilities Planning
2/10–11 Tampa, FL
2/23–24 Las Vegas, NV

S.A.F.E.
1/20 Arlington, VA

Wine and the Bottom Line
11/18 Rochester, NY
12/8 La Jolla, CA
12/10 Santa Barbara, CA
1/27 Toronto, Ontario, Canada
2/25 Stamford, CT

NATIONAL CONFERENCES

National Conference on Catering
11/16–19 New Orleans, LA

Independent Foodservice Operators' National Conference
1/18–21 San Francisco, CA

Monterey Wine Festival
3/7–11 Monterey, CA

National Conference on Computers in Foodservice
3/8–11 Dallas, TX

National Restaurant Association/Laventhol and Horwath Conference on Planning and Financing
4/5–7 Los Angeles, CA

For more information, contact National Restaurant Association Education Programs 311 First Street, N.W. Washington, DC 20001 (800) 424-5156 or (202) 638-6100.
If your company is interested in In-house Programs, call or write to the attention of Ed O'Hare at the above address.

STUDY GROUP MEETINGS

Safety Officers
1/12–14 Miami, FL

Large Independent Operators (LIO)
1/16–18 San Francisco, CA

Labor Relations
1/29–30 Washington, DC

Financial Officers
4/1–3 San Diego, CA

Tax Executives
4/1–3 San Diego, CA

MIS (formerly EDP)
4/7–10 Orlando, FL

Internal Audit
4/21–24 Orlando, FL

MAECO
5/13–15 Chicago, IL

Marketing Executives
5/13–16 Chicago, IL

Foodservice Purchasing Managers
5/14–15 Chicago, IL

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

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USA

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PRESIDENT'S REPORT

G. "Jim" Hasslocher, President
Frontier Enterprises, San Antonio, Texas

Hospitality promotion celebrates employees

This past month at a press conference in New York City, the National Restaurant Association joined with the entire hospitality industry in launching "America's Hospitality Industry—Ours Is a Special World," a campaign aimed at enhancing the image of the hospitality employee. Both consumer and trade press were on hand to hear about the promotion, which is being described as the largest cooperative effort ever undertaken by the service segment of our economy.

Now it is up to you. By now you have received a packet which outlines Phase 1 of the promotion, designed to encourage professional pride among current industry employees. The cornerstone of Phase I is a videotape that dramatizes the many career paths available to the hospitality employee. The tape, as well as the sample materials included in your packet—posters, ad mats, envelope stuffers, pins and bumper stickers—all reinforce a positive image of our industry and the special people who are a part of it. Take a moment to notice the poster reproduced on the back cover of this issue of ***Restaurants USA.***

I urge you to join the 68,000 hospitality industry businesses receiving this packet by lending your support of the promotion. Order your materials today. *By celebrating our own employees, we will make employment in our industry all the more attractive as we approach the nineties and projected labor shortages.*

Videotape explains tip reporting law

The National Restaurant Association videotape, *Tips and Taxes*, produced in conjunction with the IRS, is now available. Although the new tax reform bill does alter the way we pay our taxes, it does not eliminate the necessity to report tips. *Tips and Taxes* outlines the tip reporting law and gives your tipped employees all the information they need to use IRS forms W-4, 4070 and 8027. Call the association's publications department to order your copy.

99th Congress ends on mixed note for industry

The 99th Congress adjourned last month, leaving some burdensome legislation, but also some positive enactments in its wake. Many business people were disturbed by the passage of the new tax reform bill, which limits business meal deductions to 80 percent, and the new immigration bill, which requires employers to include examination and verification of employee identification cards as part of their hiring procedures. Your association will continue to monitor the effects of these new laws.

On the positive side, the Targeted Jobs Tax Credit (TJTC) was extended for three more years, retroactive to Jan. 1, 1986. Extension of TJTC gives foodservice the incentive to maintain its role as a leader in employment of the handicapped and underprivileged. Congress also passed a Risk Retention Act, allowing small businesses, which may otherwise be unable to obtain insurance, to pool their resources and be insured as a group. This law supersedes state laws which may prohibit such pools.

Legislation which would have meant unfair regulation for foodservice employers died with the adjournment of the 99th Congress. A bill prohibiting the use of polygraph tests by private employers was never brought to a full vote. Neither was a bill that would have mandated employee benefits—and, ultimately, restricted hiring practices. And a provision which would have established costly health insurance risk pools also died when Congress adjourned.

The association staff in Washington is already gearing up for the 100th Congress, which will convene in January. Let me assure you that monitoring legislative issues and protecting the interests of the foodservice industry will always be your association's top priority.

Association publishes one-stop reference source

The association has just published a new book entitled *Foodservice Numbers*. This valuable publication brings together association research on industry sales, consumer eating out behavior and attitudes, industry operating data and economic statistics. It is a one-stop reference source for operators who want past, present and future industry statistics. Order *Foodservice Numbers* through the association's publications department; the cost is $50 for members, $100 for non-members.

Schedule your seminar today

A six-month seminar schedule, outlining National Restaurant Association conferences and seminars from January through June 1987, is included in this issue of ***Restaurants USA.*** Mark your calendar to attend the seminars in your area. If you are an independent operator, you won't want to miss the third annual Independent Foodservice Operators' Conference (INFO 87), scheduled for January 18–21, 1987, in San Francisco, CA. As a forum for independent operators to exchange ideas and learn from the success of their peers, the INFO Conference is fast becoming an industrywide institution. Register today by contacting the association's education programs department.

New conference on planning and financing restaurant growth

You'll note that a new conference has been added to the schedule this year. The first annual National Restaurant Association/Laventhol and Horwath Conference on Planning and Financing Restaurant Growth will be held in Los Angeles, CA, April 5–7, 1987. This conference is a must for both chains and independents who want expert direction when developing or expanding their operations. Look for future mail-outs as the conference date approaches.

During October, 190 foodservice operators and allied suppliers joined us as members of the National Restaurant Association. Welcome. Your participation in the association will make your business grow and will make the association more effective in its endeavors on your behalf.

G. Jim Hasslocher

G. "Jim" Hasslocher
President and Chairman of the Board

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18 A checklist for evaluating your current concept.

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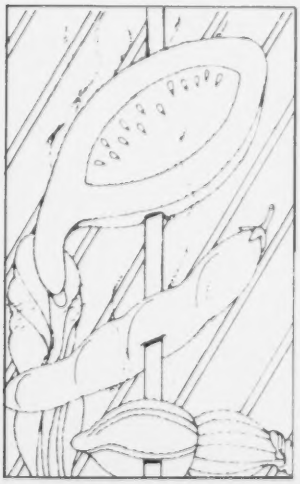

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Don't miss the special pull-out six-month seminar schedule between pages 24 and 25.

Cover photograph by Gary Landsman

Monterey Wine Festival set for March

Fine California wines, receptions, celebrities, gourmet food and a unique auction are in store for wine buffs when the Monterey Wine Festival makes its debut March 8–11, 1987, at the Monterey Conference Center.

THE MONTEREY WINE FESTIVAL

Vintage '87 March 8-11

Now produced by the National Restaurant Association, the Monterey Wine Festival—formerly the California Wine Festival—will feature more than 150 wineries. There will be wine tastings, seminars, displays, lectures and wine-related special events.

The 1987 festival will feature 50 percent more wineries than past festivals. To highlight each wine category, separate nights will be devoted to California champagnes and sparkling wines, red wines and white wines.

Included on the slate of events will be the second annual wine auction. It will benefit the Andre Tchelistchreff Scholarship Fund to further the study of enology and viticulture. This unique event features oversized bottles—from magnums to Nebuchadnezzars. Donated by wineries from across California, these wines are auctioned off to the highest bidder. Many are in ornate bottles and have never before been released by the wineries.

Tickets for the festival are $295 per person. The fee includes admission to the opening night reception at the Monterey Bay Aquarium, wine tastings, three days of seminars, lectures and demonstrations and gourmet luncheons that feature California wines at some of Monterey Peninsula's finest restaurants.

For further information about the festival, write the Monterey Wine Festival, P.O. Box 467, Monterey, CA 93942.

Seafood handling videotape available

A new seafood handling videotape, which covers everything from handling fish to evaluating its quality in the fresh, live, frozen and canned stages, is now available from the National Fisheries Institute (NFI).

The videotape is geared specifically toward foodservice operators, with an introductory message by renowned chef Paul Prudhomme on the advantages of seafood on a menu and the availability of fresh seafood in all regions of the country. The videotape then outlines proper handling of seafood from the receiving truck to restaurant refrigeration and finally to the table. It also emphasizes the importance of getting to know your seafood supplier because consistent handling of the product guarantees consistent quality.

Developed by the Gulf and South Atlantic Fisheries Development Foundation, National Marine Fisheries Service, Red Lobster Inns and Sea Pride, Inc., the videotape is available for $50 from: NFI Promotions Department, 2000 M St., N.W., Suite 580, Washington, DC 20036 (202) 296-3428.

National cholesterol education begins

The National Heart Lung and Blood Institute of the National Institutes of Health has recently begun a nationwide public education program to increase consumer awareness about cholesterol. The goal of the National Cholesterol Education Program (NCEP) is to reduce the incidence of illness and death from heart disease by reducing the number of Americans with high blood cholesterol.

Strong evidence proves that lowering blood cholesterol will reduce the incidence of heart disease and death. Studies show that for every one-percent drop in blood cholesterol level there is a two-percent decrease in the occurrence of heart disease.

The NCEP will focus efforts on four areas: public education, primary and secondary school education, worksite programs, and health care professional and patient education. The objective of the program is to cause the public to accept five basic principles about cholesterol:

1. There is a clear association between cholesterol and heart disease.

2. Blood cholesterol is easy to measure.

3. Everyone should know his or her blood cholesterol level.

4. Those with high cholesterol should seek professional advice.

5. Diet is the primary means for lowering elevated blood cholesterol.

Initial public education plans include public service announcements for radio and television; print ads in newspapers, magazines and airline displays; and widespread distribution of fact sheets about cholesterol.

In addition to these efforts, the coordinators of NCEP are working with a wide range of organizations, such as the American Heart Association and the National Fisheries Institute. Such cooperation ensures continued expansion of the program.

The NCEP is patterned after the successful, 14-year-old National High Blood Pressure Education Program which educated Americans about the relationship between high blood pressure and sodium. As a result of that program, public concern about sodium intake rose dramatically. Studies show that between 35 to 50 percent of American adults are concerned about the salt content of their diets. Even more (65 to 80 percent) are aware of the connection between dietary sodium and disease. The effects are affecting foodservice. A recent National Restaurant Association survey found that 23 percent of restaurant consumers who have improved their eating-away-from-home habits report they are making an effort to consume less salt when eating out.

Program administrators anticipate similar success with the NCEP, which will continue as long as there is a need to educate the public. As a result, awareness of dietary fat and cholesterol should swell during the next decade, and undoubtedly it will affect dining out habits.

"Ours Is a Special World"

Hospitality industry launches national image campaign

The waiter who spends extra time at the table of an elderly customer dining alone. . . . The hostess who greets repeat customers by name. . . . The bellman who carefully carries a child's teddy bear from lobby to hotel room. . . . These people are among the 10 million employees who care for America away from home.

In an all-out effort to boost the image of America's hospitality industry as a source of rewarding careers, restaurants, hotels and allied supplier companies across the United States have joined forces to develop an industry-wide campaign. The first phase of this campaign is a celebration of our employees.

Entitled "America's Hospitality Industry—Ours Is a Special World," the campaign was officially launched on October 17 in New York, NY, by officers of 15 national hospitality associations, including the National Restaurant Association.

"We want Americans everywhere to know about the opportunities and rewards offered by careers in the hospitality industry," announced National Restaurant Association President G. "Jim" Hasslocher. "The rapid growth of our industry could mean that in a few years we will outgrow our labor supply. But this growth also means that we offer great opportunity to Americans, young and old, who are looking for meaningful careers."

Hotel managers, housekeepers and waiters are some of the hospitality industry employees spotlighted in the videotape.

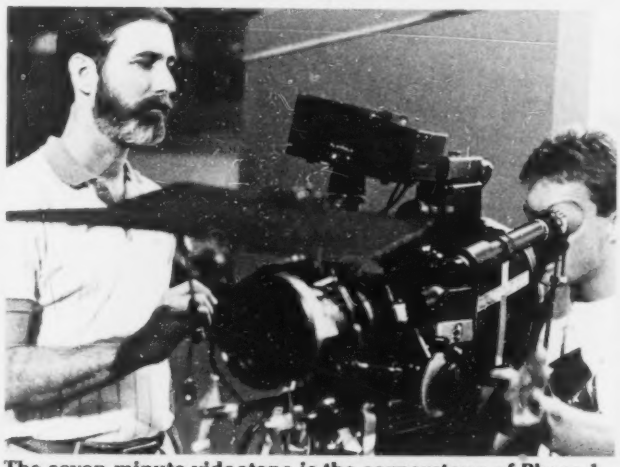
Sixty-eight thousand businesses nationwide will have an opportunity to participate in "America's Hospitality Industry—Ours Is a Special World," making it the largest cooperative effort ever undertaken by the nation's service segment. The program is funded by the 15 national hospitality associations as well as numerous state associations.

A three-phase program

"America's Hospitality Industry—Ours Is a Special World" will be launched in three phases over a four-year period. Phase 1, "Ours Is a Special World," addresses current industry employees. Its aim is to enhance their pride in their profession.

Phase 2, to be launched in 1987, will be directed to prospective employees—students, senior citizens and other potential resources.

Phase 3, to be initiated in late 1988, will promote the many services of America's hospitality industry to the general public. The objective of this final phase will be to solidify the industry's public image as a source of rewarding careers and the supplier of essential services to the nation.



The seven-minute videotape is the cornerstone of Phase 1 of the campaign.

The cornerstone of Phase 1 of the campaign, now in progress, is a seven-minute videotape, which introduces employees who comprise the hospitality industry—the busboy, chef, hotel manager, restaurant server, business executive and other hospitality industry personnel. Scenes depict the industry employees in action, helping consumers in such places as restaurants, hospitals and hotels.

Promotional materials support videotape

Supporting the videotape's message are promotional materials:

- a wallet-sized fact card profiling America's hospitality industry, the strength of its work force, total yearly sales and the industry's contribution to the national economy
- a set of 12 posters for employee bulletin boards, depicting the diversity of hospitality industry careers and the satisfaction industry employees can derive from their positions and career paths
- a corresponding set of envelope stuffers to be distributed to employees on a regular basis with paychecks or other company materials
- a logo sheet for use by industry members on their stationery, invoices or other advertising vehicles
- a series of six ad mats to be used with the industry press and
- bumper stickers and buttons that participating companies can distribute to their employees.

Copies of the videotape (VHS format) have been distributed to state associations affiliated with the sponsoring organizations. An information packet, including a description of the program's philosophy, a leaflet with

stills from the videotape and samples of other promotional materials, has already been mailed to the 68,000 member companies.

"America's Hospitality Industry—Ours Is a Special World" is the result of 18 months of meetings, planning and organizing by hospitality association executives. When introducing the program, National Restaurant Association President Hasslocher said, "A tremendous amount of hard work went into the development of this campaign. But in spite of our efforts, the ultimate success of the program depends on one factor—industry-wide support. I urge every National Restaurant Association member and every member of the hospitality industry to participate in this campaign. Together, we can demonstrate to our employees, potential employees and the American public that ours is truly a special world."

In addition to the National Restaurant Association, the following organizations are sponsoring the campaign: American Culinary Federation; American Hotel & Motel Association; Council on Hotel, Restaurant and Institutional Education; Foodservice Equipment Distributors Association; Gold & Silver Plate Society; International Foodservice Distributors Association; International Foodservice Manufacturers Association; International Society of Hotel Association Executives; International Society of Restaurant Association Executives; National Association of Food Equipment Manufacturers; National Club Association; National Food Brokers Association; National Institute for the Foodservice Industry; and the National Restaurant Association/ACF U.S. Culinary Team Foundation.

—Anne Papa

Tax reform roundup

After 22 months of heated debate, Congress approved a sweeping overhaul of the nation's tax laws in late September. The bill set the stage for numerous changes to the IRS code beginning next year.

Included among the hundreds of revisions was the National Restaurant Association-opposed 80-percent limit on business meal and entertainment expense deductions. The new law will place an 80-percent ceiling on the deduction for meals and entertainment, including meals eaten away from home by business travelers. This change is effective Jan. 1, 1987.

Banquet meals are exempt from the 80-percent limit for two years (1987 and 1988) if they meet certain requirements (see September 1986 ***Restaurants USA***). The new law also eliminates the deduction for so-called "goodwill" meals (those that have no clear "business purpose") and provides a new statutory prohibition against the deductibility of lavish and extravagant meals.

"The vote on business meals and entertainment was strictly a political vote. . . . Our mission is clear: We must protect this legitimate activity from further erosion."

—Rep. William Boner (D-TN)

TJTC extended

The tax law retroactively extends the Targeted Jobs Tax Credit (TJTC) for three years, beginning Jan. 1, 1986. However, there are some changes: The first-year credit is 40 percent rather than 50 percent of qualified wages, the second-year credit is eliminated entirely, and a credit will not

FDA rejects fast food labeling

The Food and Drug Administration (FDA) recently joined the U.S. Department of Agriculture (USDA) in rejecting the concept of mandatory fast food ingredient labeling. More than a year ago, the Center for Science in the Public Interest (CSPI) asked the two federal agencies to begin enforcing fast food labeling, which CSPI claims is required by current law. USDA rejected CSPI's petition in December 1985.

Just prior to FDA's decision, the National Restaurant Association and three fast food representatives, in testimony before an FDA advisory committee, urged FDA to reject the mandatory labeling proposal.

CSPI's petition called for labeling only in fast food establishments, which it defined as restaurant chains with 10 or more franchised units. FDA's response to CSPI called the definition unclear, saying it could be construed as applying to "ice cream parlors, doughnut shops, movie theaters, bowling alleys and amusement parks."

Mandatory labeling would be impractical and unenforceable, FDA said. Citing the stock of separately labeled containers that would be required for a product such as pizza, Associate FDA Commissioner John Taylor pointed out that inventory and storage problems would have the effect of reducing efficiency and increasing costs.

Moreover, Taylor continued, "FDA cannot realistically enforce an ingredient labeling requirement." FDA's U.S. food inspection force numbers only 350, he said.

FDA's response cited a number of areas in which CSPI failed to support its own contentions. Although CSPI claimed that "compelling health reasons" necessitated labeling, the group inadequately documented actual cases of allergic reactions to food and failed to link fast food ingredient labeling with a lowered incidence of adverse reactions, FDA said.

And CSPI "provided no reason or justification why FDA should apply the enforcement policy based upon company structure (franchised operation) or company size (more than 10 outlets)," Taylor's letter noted.

FDA officials also met with key congressional staffers to outline FDA's objections to mandatory labeling. Two CSPI-backed bills requiring fast food ingredient disclosure were pending in Congress prior to adjournment in October.

be allowed unless an employee has worked a minimum of 120 hours or 90 days.

Sen. John Heinz (R-PA), a member of the Finance Committee, led the fight to extend TJTC, which the association worked hard to see included in the bill. "I was particularly pleased to have the National Restaurant Association's support in my successful effort to extend the Targeted Jobs Tax Credit," Heinz said.

Restaurants fare well, legislators say

Although the National Restaurant Association and other hospitality industry groups had as their top priority a 100 percent business meal deduction, key congressional players told ***Restaurants USA*** that the 80-percent limit is by no means a defeat for the industry.

"Many extremely popular deductions, such as sales taxes, consumer interest and IRAs, went by the board, and the National Restaurant Association's representatives were able to prevent further erosion of the deductibility of business meal and entertainment expenses," said U.S. Rep. Guy Vander Jagt (R-MI), a member of the House Ways and Means Committee. "In view of the enormous popularity of going after the so-called 'three-martini lunch,' maintaining 80 percent reflects the National Restaurant Association's extraordinary effort." In the House, the association's push for full deductibility of business meals was just two votes short when it came before the 36-member Ways and Means Committee last year. In fact, the effort mounted by the association and its members kept deductibility alive at 80 percent in the face of a plan by Chairman Dan Rostenkowski (D-IL) to cap the deduction at 75 percent.

In a crucial vote before the Senate Finance Committee this spring, the association's efforts to preserve 100-percent deductibility fell just one vote shy.

"The vote on business meals and entertainment was strictly a political vote. Chairman Rostenkowski even said that the entire tax package would unravel if this area was left untouched," explained Rep. William Boner (D-TN), chairman of the Congressional Travel & Tourism Caucus.

"The National Restaurant Association's aggressive grass-roots campaign prevented an even deeper reduction in the deductibility of a legitimate business activity.

"For those of us who support the hospitality industry, our mission is clear: We must protect this legitimate activity from further erosion," Boner said.

In the press for further reductions in the federal deficit, it is not unlikely that business will be tapped again for new revenue. But association officials believe the industry's nearly successful fight this year for full deductibility positions the foodservice industry very well to defend against any further attack on the business meal deduction.

—Joy Morris
—Denise Roach

Congress passes immigration reform bill

A landmark immigration bill prohibiting the hiring of illegal aliens and offering legal status to several million "illegals" already living in the United States was approved by both houses of Congress in mid-October. The historic vote ended five years of intense congressional debate on the issue. If approved by the President, as expected, the bill will make the first major changes to immigration law in 30 years.

As a means of deterring the entry of illegal aliens into the U.S., the bill prescribes civil and criminal sanctions against any employer who knowingly hires illegal aliens. For first offenses, an employer will be subject to civil penalties of between $250 and $2,000 for each illegal alien hired. Second-time offenders will face fines of between $2,000 and $5,000 per employee. Subsequent violations will result in a fine of between $3,000 and $10,000, and a pattern or practice of violations could result in a $3,000 fine and/or six months in prison.

The government would use the first six months after the bill's enactment to educate employers about the law and would not impose any penalties during that time. In the next 12 months, warnings would be issued for first-time infractions. Subsequent violations would result in fines.

A provision of the House bill under which employer sanctions would have automatically expired after six and one-half years was dropped from the final bill. Instead, the legislation makes employer sanctions permanent, dropping them only if congressional studies show them to be resulting in widespread employer discrimination against people who look or sound "foreign."

The immigration bill specifically outlaws employer discrimination against legal aliens and sets up a special office in the Justice Department to investigate discrimination charges. However, under the legislation it would not be illegal for an employer to hire an equally qualified citizen over a legal alien.

Senate conferees gave in to the National Restaurant Association-opposed provision in the House bill which mandated employer record-keeping. Employers will now be required to maintain records showing that they have verified each applicant's employment eligibility by examining items such as passports, birth certificates and driver's licenses. Employers with inadequate paperwork will face fines of $100 to $1,000.

Millions of aliens who entered the country illegally before Jan. 1, 1982 and have lived continuously in the U.S. since then will be allowed to become permanent residents. The government estimates that as many as five million aliens might be affected by this provision.

The cost of the amnesty program—increased state spending on education and social services—will be borne in part by the federal government, which will provide one billion dollars to state and local governments in each of the next four years.

Congress has been struggling with immigration reform since 1982. Although many aspects of reform have been controversial, the real turning point came this year when House members were finally able to agree upon a provision setting up a separate legalization program for foreign farm laborers.

Restaurateurs, policymakers meet at

Public Affairs Conference

"As suppliers and restaurateurs, you must continue your exemplary record of concern for patrons' health and safety," urged Otis Bowen, Secretary of Health and Human Services.

Senate Budget Committee Chairman Pete Domenici (R-NM) noted that Congress's job in meeting future deficit-reduction targets will become increasingly difficult. The likely result, he predicted, will be a tax hike.

"I give the tax reform bill a 'C' for simplicity and a 'B' for fairness," quipped Sen. Edward Kennedy (D-MA).

The National Restaurant Association's second Public Affairs Conference achieved a double success: It increased attendees' awareness of the political process, and it boosted Washington's awareness of the foodservice industry. More than 200 restaurateurs came to the nation's capital in September to participate in the conference's two days of speeches, discussions and meetings.

Attendees listened to and asked questions of some of the nation's most powerful leaders, including Sen. Edward Kennedy (D-MA), Health and Human Services Secretary Otis Bowen, Senate Budget Committee Chairman Pete Domenici (R-NM) and Labor Secretary William Brock.

Regulatory experts from the Internal Revenue Service (IRS), the Food and Drug Administration (FDA), the Department of Labor's (DOL's) Wage and Hour Administration and the Immigration and Naturalization Service briefed participants on current agency projects affecting the foodservice industry.

Political commentators provided spirited insights into the workings of Congress and the White House,

Regulatory experts fielded questions from a foodservice panel. From left to right, Lawrence Weinig, Immigration and Naturalization Service; Ralph Shilling, IRS; Paula Smith, DOL; and Dr. Sanford Miller, FDA.

George Will, syndicated columnist, said Gramm-Rudman symbolizes Congress's need for outside mechanisms to handle increasingly unmanageable tasks.

DOL Secretary William Brock praised the foodservice industry for its role in the expansion of job opportunities in the 1980s.

Restaurateur Robert Hunter (The Clam Hut, Highlands, NJ) meets with Rep. James Howard (D-NJ) (right), chairman of the House Public Works and Transportation Committee.

Audience participation was encouraged during the general sessions.

Conference participants traveled to Capitol Hill to discuss foodservice issues with their senators and representatives. Here, Mississippi restaurateurs meet with Sen. Thad Cochran (R-MS). From left to right: Ned McInnis, Bill Latham, Sen. Cochran and Doug Fontaine.

the 1986 elections, the budget deficit and tax reform. Presenters included syndicated columnist George Will, *New Republic* senior editor Fred Barnes and PBS senior correspondent Paul Duke.

The highlight of the conference for many participants was the opportunity to meet with their congressional representatives. Topics raised by restaurateurs included government-mandated health benefits, liability insurance reform, immigration and tax policy.

"All were very receptive to the issues discussed," said Bill Latham (Olde English Pubs, Jackson, MS) of his visits to the offices of Sen. Thad Cochran (R-MS), Sen. John Stennis (D-MS) and Rep. Trent Lott (R-MS). C. Bruce Bannon (Open Hearth Restaurants, Gatlinburg, TN) remarked that association staff briefings and the discussions in congressional offices "gave me much more insight into what each bill contains."

"The conference was informative, and the opportunity to network with new colleagues was invaluable," concluded Barbara Gothard of Burger King Corporation in Miami, FL.

255 members of Congress attend

Chef d'Oeuvre Reception

The association's unique and highly popular Chef d'Oeuvre congressional reception gave Public Affairs Conference-goers another chance to meet dozens of senators and representatives in a more informal setting. Eight of Washington's finest restaurants provided some of their specialties for the event.

A record 255 senators and representatives from more than 40 states attended this year's reception. "You outdid yourselves again—the Fourth Annual Chef d'Oeuvre was splendid," said Rep. Bill Goodling (R-PA) in a letter of thanks.

Conference participants enjoyed the evening as well. "Six of our nine congressmen were at the reception. . . . it was a most beneficial way to meet these people," said a conference attendee from Tennessee.

This year's Chef d'Oeuvre made it easier than ever before for National Restaurant Association members to meet their members of Congress. The reception room was regionalized—with signs indicating the area (i.e., "South") so that congressional representatives could easily find their constituents.

Participating restaurants

* *Old Ebbit Grill*
* *Fourways*
* *Maison Blanche*
* *Morton's of Chicago*
* *The Prime Rib*
* *Taverna Cretekou*
* *Tiberio Ristorante*
* *The Watergate Hotel*

Rep. Jake Pickle (D-TX) is greeted by the association's Vice President Michael Grisanti and his wife Paula.

Association Director Ken Hill talks with Rep. Pat Roberts (R-KS).

The association's President and Chairman of the Board G. "Jim" Hasslocher welcomes Rep. Larry Coughlin (R-PA) to Chef d'Oeuvre.

EGGPLANT IMAM

Serves 8

Ingredients:
4 medium eggplants
2 lbs. onions
1 lb. diced ripe tomatoes
1 cup olive oil
3 Tbs. chopped parsley
1 Tbs. chopped garlic (optional)
2 Tbs. chopped fresh mint
½ cup raisins
½ cup pine nuts

Method:
Remove eggplant stems and cut eggplants in half. Remove some skin from uncut side of each eggplant half so the eggplant can be sauted on two sides. Lay the eight halves side-by-side in a pan, and saute in a little bit of olive oil for 3 minutes. Remove from heat.

Mix together tomatoes, parsley, garlic, mint, raisins and pine nuts.

Saute onions in one cup olive oil until the onions are transparent. Add in tomato mixture. Turn off heat once onions are tender. Do not overcook.

Spoon mixture over eggplant halves, making sure to completely surround eggplants. Cook at 350° for 45 minutes.

—Taverna Cretekou

REPOSITIONING

What to do when it's time to shift gears

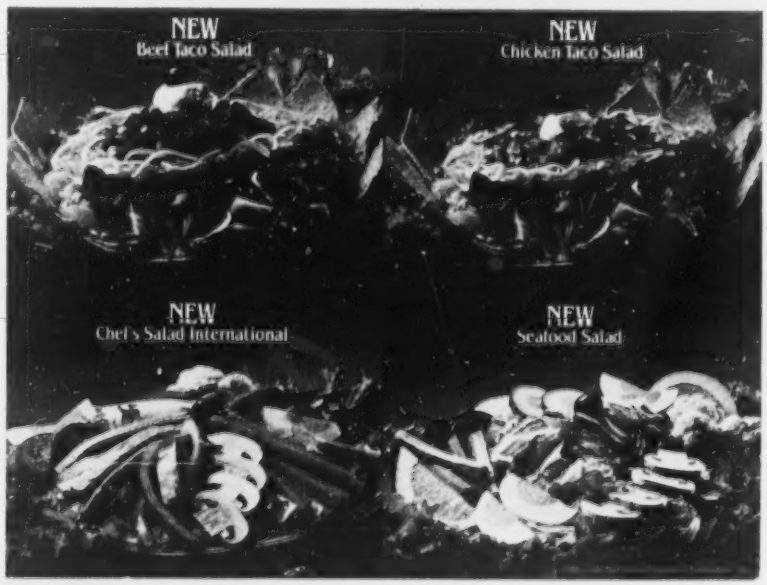
A restaurant concept is much like a piece of clothing. When it is new and stylish, everyone likes it. When the style changes or the suit becomes ragged, people lose interest. Just as with clothing, a change in concept does not always mean throwing out the entire wardrobe. A few new accessories can often add new life and style, unless, of course, the suit is so careworn that it is beyond salvaging.

It can be frightening to suddenly wake up to the fact that a trendsetting restaurant concept has suddenly become passe. Most operators, however, are seldom surprised by such a startling revelation. They use predictors to keep ahead of consumers' fickle tastes, realizing that what is good enough today may not be good enough tomorrow.

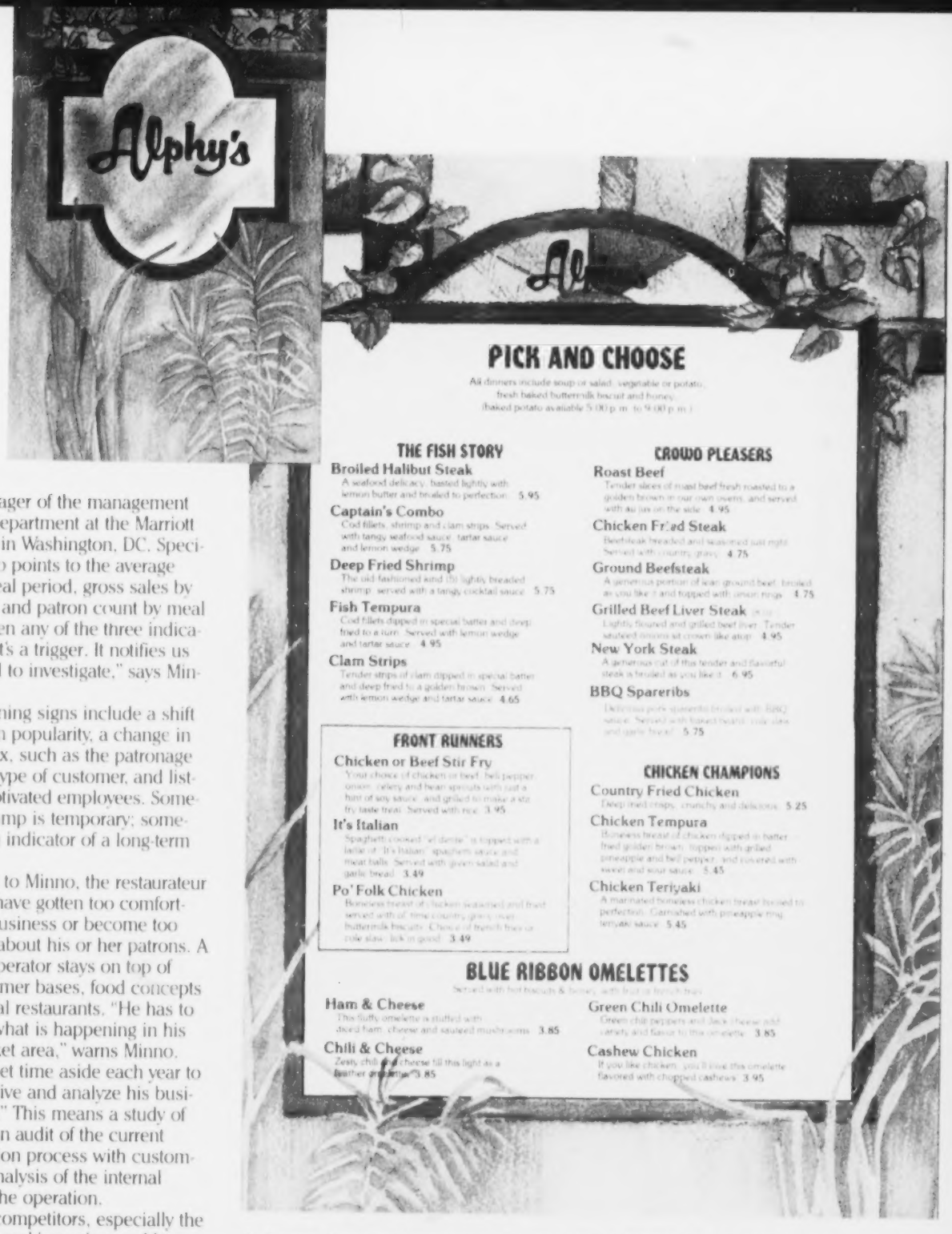
"It is important to remember that every restaurant concept has a life cycle," cautions Brian Harron, restaurant consultant and author of the "Harron Report" (Scottsdale, AZ). Generally, a life cycle has four stages: concept development, growth, maturity and decline. "Large restaurant companies keep close tabs on the life cycle of each of their concepts, and they are poised to make changes as soon as their key indicators alert them that a concept is no longer in vogue," he adds.

Some warning signs

Fortunately for smaller operations, the most important indicators are easy to read. "Slides in sales and slides in patron counts are two barometers of how a business is doing," says Maurice



IHOP supported the new menu with advertising.


Alphy's
PICK AND CHOOSE
All dinners include soup or salad, vegetable or potato, fresh baked buttermilk biscuit and honey.
(baked potato available 5:00 p.m. to 9:00 p.m.)
THE FISH STORY
Broiled Halibut Steak
A seafood delicacy, basted lightly with lemon butter and broiled to perfection. 5.95
Captain's Combo
Cod fillets, shrimp and clam strips. Served with tangy seafood sauce, tartar sauce and lemon wedge. 5.75
Deep Fried Shrimp
The old-fashioned kind (5) lightly breaded shrimp, served with a tangy cocktail sauce. 5.75
Fish Tempura
Cod fillets dipped in special batter and deep fried to a turn. Served with lemon wedge and tartar sauce. 4.95
Clam Strips
Tender strips of clam dipped in special batter and deep fried to a golden brown. Served with lemon wedge and tartar sauce. 4.65
FRONT RUNNERS
Chicken or Beef Stir Fry
Your choice of chicken or beef, bell pepper, onion, celery and bean sprouts with just a hint of soy sauce, and grilled to make a stir fry taste treat. Served with rice. 3.95
It's Italian
Spaghetti cooked "al dente" is topped with a ladle of "It's Italian" spaghetti sauce and meat balls. Served with green salad and garlic bread. 3.49
Po' Folk Chicken
Boneless breast of chicken seasoned and fried, served with oh-so-country gravy over buttermilk biscuits. Choice of french fries or cole slaw...lick in good. 3.49
CROWD PLEASERS
Roast Beef
Tender slices of roast beef fresh roasted to a golden brown in our own ovens, and served with au jus on the side. 4.95
Chicken Fried Steak
Beefsteak breaded and seasoned just right. Served with country gravy. 4.75
Ground Beefsteak
A generous portion of lean ground beef, broiled as you like it and topped with onion rings. 4.75
Grilled Beef Liver Steak
Lightly floured and grilled beef liver. Tender sauteed onions sit crown like atop. 4.95
New York Steak
A generous cut of this tender and flavorful steak is broiled as you like it. 6.95
BBQ Spareribs
Delicious pork spareribs broiled with BBQ sauce. Served with baked beans, cole slaw and garlic bread. 5.75
CHICKEN CHAMPIONS
Country Fried Chicken
Deep fried crispy, crunchy and delicious. 5.25
Chicken Tempura
Boneless breast of chicken dipped in batter, fried golden brown, topped with grilled pineapple and bell pepper, and covered with sweet and sour sauce. 5.45
Chicken Teriyaki
A marinated boneless chicken breast broiled to perfection. Garnished with pineapple ring, teriyaki sauce. 5.45
BLUE RIBBON OMELETTES
Served with hot biscuits & honey, with fruit or french fries
Ham & Cheese
This fluffy omelette is stuffed with diced ham, cheese and sauteed mushrooms. 3.85
Chili & Cheese
Zesty chili and cheese fill this light as a feather omelette. 3.85
Green Chili Omelette
Green chili peppers and Jack cheese add variety and flavor to this omelette. 3.85
Cashew Chicken
If you like chicken, you'll love this omelette flavored with chopped cashews. 3.95

A change does not always mean looking ahead. Millie's Country Kitchens went back

Minno, manager of the management consulting department at the Marriott Corporation in Washington, DC. Specifically, Minno points to the average check by meal period, gross sales by meal period and patron count by meal period. "When any of the three indicators slump, it's a trigger. It notifies us that we need to investigate," says Minno.

Other warning signs include a shift in menu item popularity, a change in customer mix, such as the patronage of only one type of customer, and listless or unmotivated employees. Sometimes the slump is temporary; sometimes it is an indicator of a long-term problem.

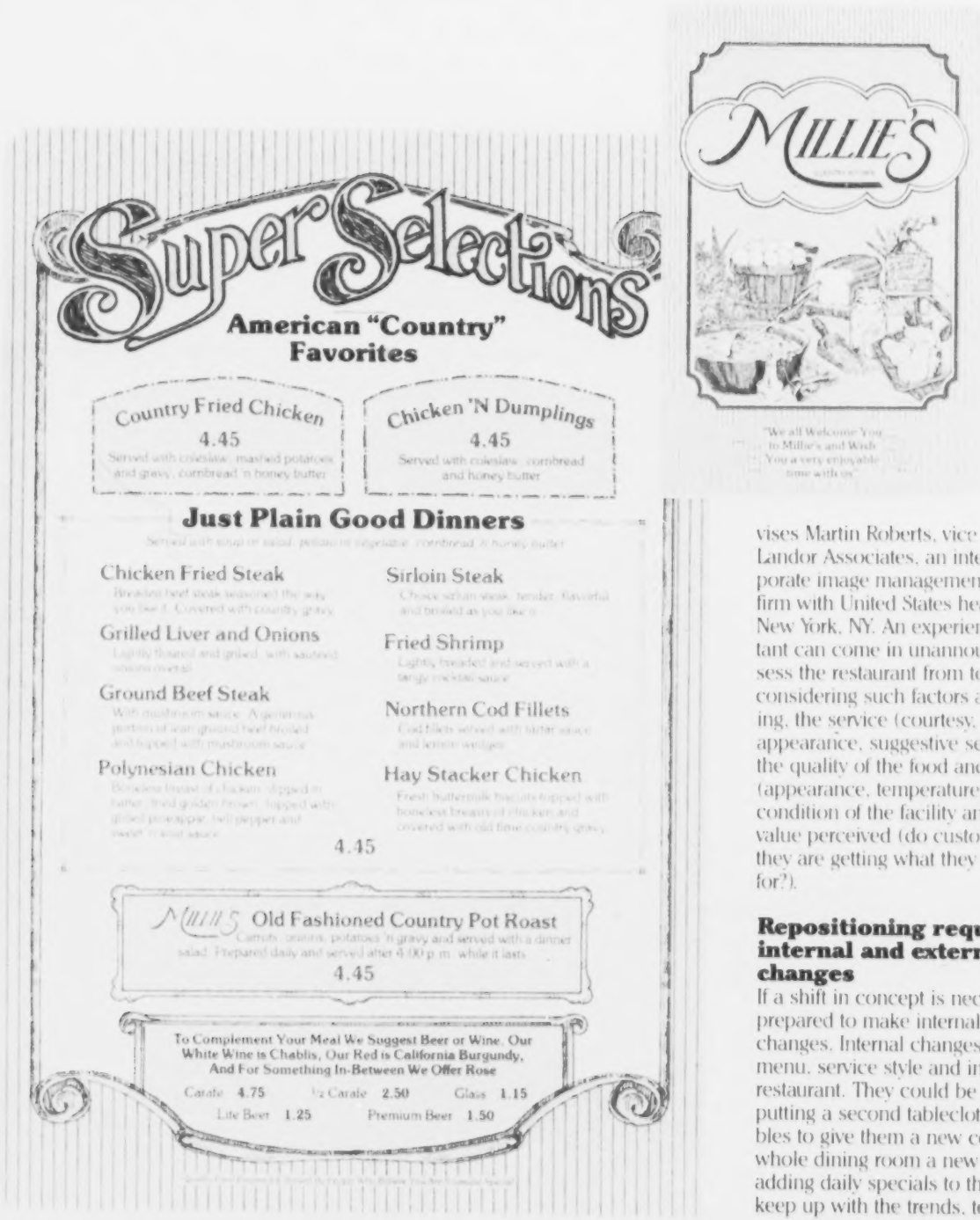
According to Minno, the restaurateur may simply have gotten too comfortable in the business or become too complacent about his or her patrons. A successful operator stays on top of trends, customer bases, food concepts and new local restaurants. "He has to understand what is happening in his defined market area," warns Minno. "He should set time aside each year to be introspective and analyze his business strategy." This means a study of the market, an audit of the current communication process with customers and an analysis of the internal workings of the operation.

Watching competitors, especially the ones that are making gains, and keeping tabs on similar operations in other parts of the country also serve to keep the successful operator in step with changing trends and to assess which problems are operation specific.

Customer research is key

One company that hopes to avoid the panic of suddenly finding itself out of step is Shari's Management Corp. in Portland, OR, operator of 23 family restaurants (typically 130 seats). This past year, Shari's developed its own system of in-store consumer surveys. Feedback from these surveys alerts managers to the success or failure of many aspects of the operation—the quality of the food, the cleanliness, the service and the menu, as well as which competitor restaurants customers are frequenting.

Shari's also subscribes to several demographic services which provide detailed neighborhood market reports. The management staff uses the infor-


MILLIE'S
"We all Welcome You to Millie's and Wish You a very enjoyable time with us"
Super Selections
American "Country" Favorites
Country Fried Chicken
4.45
Served with coleslaw, mashed potatoes and gravy, cornbread 'n honey butter
Chicken 'N Dumplings
4.45
Served with coleslaw, cornbread and honey butter
Just Plain Good Dinners
Chicken Fried Steak
Sirloin Steak
Grilled Liver and Onions
Fried Shrimp
Ground Beef Steak
Northern Cod Fillets
Polynesian Chicken
Hay Stacker Chicken
4.45
Millie's Old Fashioned Country Pot Roast
Carrots, onions, potatoes 'n gravy and served with a dinner salad. Prepared daily and served after 4:00 p.m. while it lasts
4.45
To Complement Your Meal We Suggest Beer or Wine. Our White Wine is Chablis, Our Red is California Burgundy, And For Something In-Between We Offer Rose
Carafe 4.75
½ Carafe 2.50
Glass 1.15
Lite Beer 1.25
Premium Beer 1.50

to homestyle cooking to build its customer base.

mation gleaned from the reports to customize menu specials in individual operations, thereby routinely repositioning each unit. For example, Shari's Vice President of Marketing Georges Bouhey keeps careful track of time-of-day sales, noting which units cater to a lunch business and which are more dinner oriented. In this way, he knows when to offer specials to bolster the less-frequented meal.

Sometimes it is a good idea to evaluate the restaurant from the perspective of the patron. "Get a professional opinion to determine what you look like and how you are being perceived," advises Martin Roberts, vice president of Landor Associates, an international corporate image management consulting firm with United States headquarters in New York, NY. An experienced consultant can come in unannounced and assess the restaurant from top to bottom, considering such factors as the greeting, the service (courtesy, promptness, appearance, suggestive selling, etc.), the quality of the food and beverages (appearance, temperature, etc.), the condition of the facility and, finally, the value perceived (do customers think they are getting what they are paying for?).

Repositioning requires internal and external changes

If a shift in concept is necessary, be prepared to make internal and external changes. Internal changes include the menu, service style and image of the restaurant. They could be as simple as putting a second tablecloth on the tables to give them a new color and the whole dining room a new image or adding daily specials to the menu to keep up with the trends, test new menu items or change the menu mix. If you do make changes, make sure they match your overall identity.

In concert with what is happening internally, external changes also should be made to tell the customer you are different. "If you alter the product—say from frozen to fresh—you have to signal this to the customer. You might install an exhibition kitchen so customers can see that the product is fresh or you might opt for fresh food displays

or grazing bars. But regardless of your choice, you must communicate the change to the customer," warns Roberts.

"If you don't make external changes, only your present customers will notice what you've done, and you won't increase sales," adds Minno. Perhaps this means giving your operation a new name or advertising and promoting the changes you have made. Your promotions do not have to be costly. Target your message carefully to where your potential customers are, whether in office parks, apartment buildings, hospitals, colleges, etc. For example, hire a clown or costumed characters to pass out balloons or hand out invitations to dine at your "new" restaurant.

Some examples

Starting over

If a large portion of a restaurant's customers comes from the immediate surrounding area, it is a good idea to keep an eye on the neighborhood. And when changes take place, a shift in concept may be necessary. At one extreme may be the need for an entirely new facility. Rick Webb, co-owner of Webb Enterprises in Golden Valley, MN, the parent company of six restaurants in the Minneapolis suburbs, noticed that the area around one operation had become more developed, and he decided to shift direction entirely.

Webb's My Pie Pizza was located in a shopping center on a connector highway between downtown Minneapolis and the suburbs. As office buildings, motels and hotels began to build up along the strip, "it looked like the right location for something we had wanted to do—create an entertainment center—and we waited for an old smorgasbord on the site to go out of business next to our My Pie Pizza," Webb recalls. "After our customers ate, we wanted to give them entertainment and keep their business later into the evening."

Because the population has become more concentrated, the idea has worked out perfectly. Webb converted the old smorgasbord restaurant and his My Pie Pizza establishment into Rupert's, a three-restaurant concept. The complex includes a 210-seat restaurant

How new concepts can change the operation design

by David F. Overbagh, Woody Woodburn and Bonnie Friedberg

New concepts are challenging restaurateurs to keep their facilities up to date. This article takes a look at what it takes to make the transition when operations feature such add-ons as food bars, display kitchens and take out.

Restaurants of all types respond to changes in American eating patterns by creating new concepts or altering existing ones. This task can be difficult, indeed, when a kitchen planned for a particular concept must be converted to provide the makings of a new one. Likewise, the design of the front of the house may need to be altered as well. In recent years, such changes have included renovated menus, display kitchens and take-out services.

David F. Overbagh is the executive vice president, J.M. (Woody) Woodburn is a vice president and Bonnie R. Friedberg is a senior associate of MDR Associates in Fairfax, VA, a professional hospitality management consulting firm specializing in kitchen design, restaurant development and menu development.

A menu change can alter preparation style

The most common way to update a concept is to change the menu. Menus are sometimes renovated in their entirety to create a whole new theme, but sometimes altering only a few items can give the menu a different "feel." If a menu has been updated to focus on light, freshly prepared foods that appeal to health-conscious diners, such a move will require different methods of cooking and different types of equipment to preserve vitamin content and natural textures as well as to control calorie levels. This change in food preparation style may create the need for additional equipment, such as a small convection steamer, and may make other equipment obsolete, such as large expanses of range top.

If, on the other hand, a restaurant decides to feature unusual ingredients not previously available, such as imported mushrooms, tropical fruits and exotic vegetables, this shift may require special planning to incorporate the delicacies. One way to accommodate menu changes is to substitute equipment which serves more than one purpose. Examples of equipment items that are multipurpose include

- tilt skillets that can be used for braising, frying, baking, steaming and griddling
- fryers modified for oil or water use (i.e., boiling pasta) with special accessories
- convection oven/microwave oven combination units which have the speed of microwave cooking with the browning/roasting patterns of convection cooking and
- combination convection steamer/convection ovens which can bake, roast and steam in cycles or at the same time.

Newly popular menu concepts may demand equipment such as microwave ovens, electronic fryers, Chinese woks, wood-burning grills, minimal serving-sized steam kettles and nonstick pans for fat-free cooking. The need for these innovations may even necessitate a general rearrangement of the preparation area.

For example, the noticeable trend toward elaborate desserts, non-alcoholic drinks and food bars can create production headaches if not carefully an-

called Rupert's, which features casual American cuisine; CocoLezzone's, a 160-seat casual Northern Italian restaurant; and a night spot known as Rupert's Night Club, which can admit 650 people. The former My Pie Pizza became a take-out deli. Webb has celebrated Rupert's second anniversary at the location. He views the changeover as completely correct for the location, and he is glad he made the decision to change.

Redoing the entire operation

Not every make-over requires a brand new facility. Sometimes a face-lift will do the trick, and the degree of change required varies from operation to operation. When a complete overhaul is necessary, every aspect of the business must be changed, from the name on the door to the kitchen design.

Ruben and Millie Villavicencio, co-owners of Millie's Country Kitchens, a 17-restaurant operation in southern California (80 to 156 seats), had no choice but to reposition. As part of the purchase agreement for the chain, the Villavicencios were under contract to change the restaurants' name and concept from Alphy's Coffee Shops within three years. The Villavicencios' goal was to find their own special niche in the marketplace. "Alphy's was a coffee shop operation much like Denny's, Bob's or Coco's," explains Ruben Villavicencio. "But we knew we wanted to find our own niche, our own point of difference."

The Villavicencios turned to the 6,500 customers who came through the Alphy's restaurants each week. "We thought this was the best group of people to ask what kinds of things they liked," says Ruben Villavicencio.

The research confirmed their convictions: "People wanted basic foods, and they liked the foods that they grew up with. They wanted a sense of security." Based on these results, the Villavicencios created a new, warm, personal identity for the restaurants and began serving more home-style food—fresh chicken instead of frozen, a slow-cooked pot roast, chicken and dumplings and homemade biscuits and cinticipated. The success of pricey baked goods depends on adequate merchandising units, such as display cases or tableside serving carts, and additional freezer space may be needed for imaginative ice-cream confections. The move to fancy "mocktails" in lieu of alcohol-containing beverages often necessitates renovating existing bar space to add ice crushers or bulk crushed-ice bins for fruited slush drinks. Increased ice cream, cream and milk storage space may be needed as well as additional blenders and mixers.

Although cold food bars are often used to inject movement and liveliness into a dining concept, they require adequate production space for preparing raw fruits and vegetables (washing, peeling, slicing, etc.) and added cooler space to hold bins of precut food bar items.

"Mobile" food bars or service carts can support an elegant concept if there is space for access between tables, service stations and kitchen doors. Calculations should also be made to determine where the carts will be kept when not in use and how much "parking space" will be required.

Display kitchens require careful planning

When customers are given the opportunity to view selected menu items in various stages of production, the display can be a powerful merchandising tool. However, when a concept changes to include visible cooking, this significantly alters both the front and back-of-the-house design.

The main challenge in designing an open kitchen is compactness. There is no room for wasted space or superfluous equipment. That is why open kitchens can be planned only after the foods that will be prepared are selected. The items should be fairly limited and geared toward visual presentations. They should challenge the senses, providing colors, aromas and sounds that excite an audience. Foods that are unsightly in a raw state, such as organ meats, or that do not lend themselves to showy preparation should be avoided.

If ventilation is limited or unavailable in the area chosen for the display kitchen, the menu should be altered accordingly. Cold food preparation (salads, shucked oysters, sushi, desserts) can be as effective as foods that require grilling, frying or sauteing.

Waste accumulation should be minimized; menu items should be cleaned and pre-prepped in the main kitchen. Any further waste in the display area can be dealt with discreetly by enclosing part of the area to protect it from view. Because sanitation is critical, all areas should offer easy access for continual cleaning. Excess noise is controllable with glass partitions that still allow good visibility.

Take out usually requires back-of-the-house changes

The addition of take-out services will affect the food facility design, but, if it is well planned, it need not interfere with the restaurant's primary function.

The take-out menu is a driving force in design changes in the back of the house. If it parallels the dining room menu, it may necessitate the purchase of additional pieces of existing equipment or perhaps pieces of larger capacity to accommodate increased volume of production. An ambitious menu that is different from the dining room menu may require extra units that support only the carryout segment. Storage space will be seriously affected by the packaging material that will be required for the food, and the planner will be challenged to squeeze more space out of what may already be a crowded storeroom.

Take-out services may also require front-of-the-house changes, such as a separate entrance for customer convenience and good traffic flow, new equipment for display and sales and counter space for taking orders and receiving payments. Display units for merchandising or refrigerated cases for holding foods may be part of the design plan along with racks, shelving and container dispensers.

In sum

Keeping up with the times is a multifaceted task in the foodservice industry. Restaurant concepts can only be contemporized with the support of a facilities design that complements the changes. ❑

namon rolls. According to Ruben Villavicencio, the response has been overwhelming. Today, the restaurants carry fewer items and use daily specials to keep customers from getting bored.

In choosing the name for the units, the Villavicencios and staff went through thousands of possibilities but came back to using the name of Ruben Villavicencio's wife, Millie. The decision to turn Alphy's Coffee Shops into Millie's Country Kitchens has worked out better than the owners thought imaginable. "It has worked out beautifully," says Ruben Villavicencio. "People ask, 'Where's Millie? Is there a real Millie?' And we can honestly answer, 'Yes!' Millie has been in all the units. She meets customers and gives them that sense of identification the research showed they wanted." The old-fashioned theme pervades every aspect of the operation.

As with any repositioning effort, testing is crucial. Even though the research suggested that the make-over was on the right track, the Villavicencios did not chance going systemwide, until they had tested the new Millie's Country Kitchens concept for a full year in one of the more remote locations. "It turned out that we were 85 percent right, but 15 percent of our concept needed refining and fine tuning. Over the year, we refined the pricing, the food and the serving methods. Now, business is 35 percent ahead of last year, systemwide."

A change in menu focus

The International House of Pancakes (IHOP) is a classic example of an operation that has successfully repositioned itself. In 1982, after 24 years as a breakfast operation, IHOP Corporation (468 units nationwide; 70 to 200 seats per unit) decided to spread its wings and go for a share of the lunch and dinner business. "In 15 percent of our units, we were basically maxed out by 11:00 to 11:30 a.m.," explains Stephen T. Pettise, vice president, marketing. "We realized that if we could do the complicated breakfasts we serve, we could do lunch and dinner as well."

After four years of effort, IHOP's dinner business now approaches 40 percent of sales. Part of the success of the transformation is due to IHOP's careful market research. IHOP reviewed every aspect of the operation in both consumer and competitor research, eventually changing only the menu. "I am proud to say that out of the 15 items we rolled out nationally two years ago," says Pettise, "13 are still on the menu."

Further changes are on the drawing board, including going after a larger luncheon segment and redesigning new units.

Fine tuning the atmosphere

Sometimes it is the atmosphere of a restaurant that is out of step. When the owners of Art's Supper Club, alias The Dairy in Chicago, IL (203 seats), renovated an historic mansion, they sidestepped its speakeasy past and created an upscale, quietly elegant restaurant. The restaurant never caught on. When it was sold to new owners, they capitalized on the location's history as a hangout for such famous gangsters as Al Capone and recreated its original use as a speakeasy.

The new speakeasy theme is apparent in almost every aspect of the restaurant. Passwords and code names are needed to enter and mason jars and miniature bathtubs substitute for drink glasses. Uniforms were traded for gangster and flapper costumes, lamp posts were put inside, a new drink list with nostalgic titles was added and the new menu has shifted from steaks and chops to more ethnic entrees, such as *Pasta Alphonso*. In addition, there is a 17-piece band each Thursday, Friday and Saturday that starts to play tunes of the 20s and 30s after the dinner hour. To promote the transition, the restaurant has arranged to host the press party for the movie "The Al Capone Story," due to be released in late December.

In sum

Repositioning is not easy. For some operations, there is no other choice but to redo the entire concept—time for questioning is long past—as declining revenues tell. In such a case, "sometimes it is better to just shut the doors for a while, think and then come back with something else," recommends Brian Harron.

But a total concept change is not always necessary. Many innovative operators have shown that by changing only a few elements of a concept, remarkable turnarounds are possible. ❑

A checklist

by Julia Stewart

Evaluating your business takes time and energy. It is the toughest thing we all have to do, whether we have big or small operations. But those who have tried the sit-down-and-put-your-nose-to-the-grindstone process of intense evaluation, will tell you it has made their businesses successful. Only through evaluation are you able to say to yourself, "Here is my business, here is my focus and here is what I want to do with them."

These are some of the key elements you should keep in mind when evaluating a business:

☐ **Business definition.** What type of food do you serve? What type of service do you offer? What type of atmosphere do you create? What is unique about your restaurant? Simply saying you are a "family restaurant" is not a business definition. But let's say you serve American food; you serve breakfast, lunch and dinner; you offer full service and friendly atmosphere and you offer prices that are more reasonable than those of your competitors. I would define your restaurant as a family restaurant that offers breakfast, lunch and dinner in a comfortable atmosphere at reasonable prices. That is a short and sweet business definition.

To test how successful your current business definition is, go into your restaurant and ask each of your employees to define your business. If your employees understand your business definition, chances are your customers will, too. But if there is some confu-

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Julia Stewart is vice president of marketing for Stuart Anderson's Black Angus/Cattle Company Restaurants and American Grill Restaurants, Menlo Park, CA. This article is excerpted from her presentation, "The Marketing Plan: Can You Afford Not To Do One?", delivered at the National Restaurant Association's 1986 National Conference on Marketing, Advertising and Promotions in Chicago, IL.

for evaluating your business

sion, you may, in fact, be saying one thing to your customers and another to your employees.

☐ **Current position.** How do you fit into your business segment? For instance, if you operate a family restaurant, look at all the other family restaurants in your area or in the industry. Are you lower or higher priced? Do you offer similar or different types of foods? What is unique about your operation? Determining your current position as it relates to your business segment is often the toughest parameter to measure, but it helps you see where you are and where you want to be.

☐ **Menu point of view.** Take a look at your menu—whether it is on a graphic board, a chalkboard or a printed piece on the table. Does your menu have a clear focus? Does everything on your menu have a reason for being there? If you don't have a focus—if you are confused—chances are your customers are, too.

A woman who owns an Italian restaurant once complained to me that, although she ran a successful business, she could not sell any desserts. So I looked at her menu. The dessert category listed vanilla ice cream, hot apple pie and the like. I asked her, "If you're an Italian restaurant, why not try selling desserts like cannoli that fit into your Italian concept?"

The restaurant owner made the changes, and she told me recently that 10 percent of her menu mix is now desserts. People come into her restaurant for an Italian dining experience. To complete that experience, they want desserts that make sense, that have an Italian focus.

☐ **Your niche.** We have all read and talked a lot about "finding a niche." It is more difficult than it sounds. I don't know how many new niches are left in the United States.

For instance, a gentleman in Texas opened a restaurant called Fajitas, and fajitas were the only thing he sold. At first, he was very successful. But before he knew it, every Mexican restaurant in town was selling fajitas, and there wasn't anything unique about his restaurant.

Maybe your restaurant fits into a large category, and you don't have anything that is so unique that you are the only business in town that sells it. Hopefully, you do a better job of it than anyone else. So ask yourself, "What in my restaurant makes me unique in my category? Do I execute an item or offer a service that is better than my competition?"

☐ **Your customers.** What do you know about your customers? Who are they? What are their likes and dislikes? Which items do they normally buy in your restaurant? Which upscale items can you sell with a little extra effort? Which items should be taken off the menu? The more you know about your customers, the better off you are in terms of targeting them. This is an ongoing process.

A lot of people say to me, "I don't want to spend a lot of money, but I really want to find out about my customers." There are many ways to learn about your customers without spending a fortune on research, such as customer response cards, trading area surveys or customer interviews.

We recently did a trading area survey at a Stuart Anderson's unit. We put dots on a map to find out where our customers were coming from. Through the survey we were able to determine that customers who lived seven or eight miles away from the restaurant were coming in for dinner, while customers who lived closer in were not. So we knew to send some direct mail to people who lived within one mile of our trading area.

☐ **Your competition.** Be constantly aware of your competition. Learn to predict their moves. You want to try to stay one step ahead. At Stuart Anderson's, I don't want to see *our* receipts—I want to see receipts from other restaurants. I want to know what is on other people's menus. I want to know what is working for them, what is not, what new items are being tried. In fact, we pay our district managers to eat at the competition once a month. You would be amazed what you can find out by looking at menus, table tents and other facets of the competition. You gain insights into ideas you may not have tried and areas where others are excelling.

A fast food operator once told me he was so busy running his restaurant that he never even noticed a major competitor opening up. He drove by the construction site every day, but he never gave it a thought. By the time the restaurant opened, he did not have a chance to create a strategy to compete, and it cost him 10 to 15 percent of his lunch business.

☐ **The cost of doing business.** What are your margins? If you are considering discounting a particular product, you need to think of every aspect. Knowing your specific food and liquor costs helps you determine which items can be discounted without hurting the bottom line.

☐ **Resources.** What resources do you have at your disposal? When people tell me they have decided to upscale their operation to a white tablecloth restaurant, I ask them about their resources. Do they have someone who can train servers? Do they have capable chefs? Do they have the financial resources to remodel the restaurant? Who will do the product development, and who will do the marketing plan to introduce the new concept to customers?

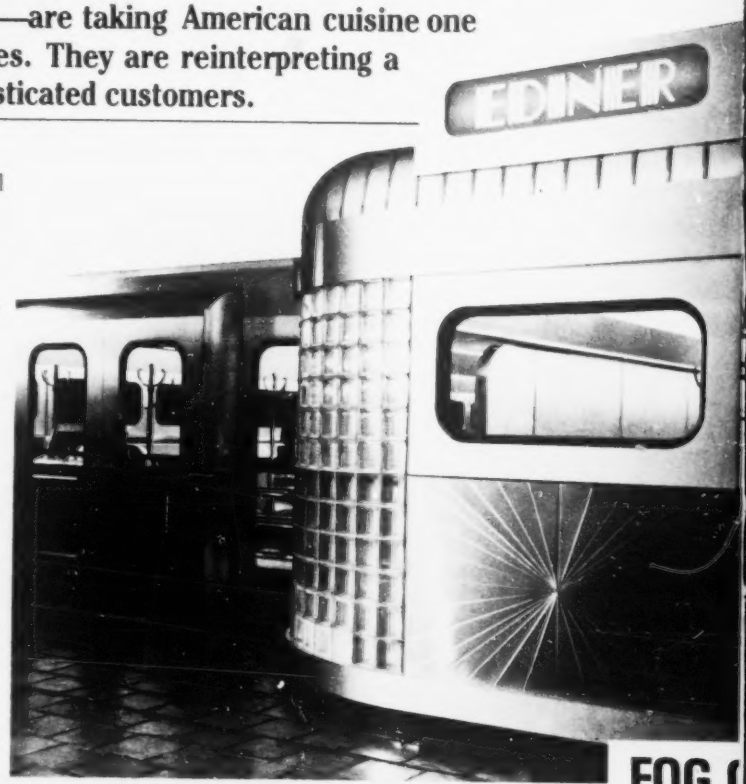
☐ **Progress vs. previous plan.** Lastly, if you have done a marketing plan in the past, you should evaluate your business in terms of that plan before beginning a new one. What was right or wrong about the previous plan? What can you improve on? If elements of the previous plan were successful, stick with them. You don't need to reinvent the wheel.

After considering all of these elements, you can then say to yourself, "Here is my business, here is my focus and here is what I want to do with them." ❑

America's Star-Spangled DINERS

by Cecelia Niepold

Diners of today—the places, not the people—are taking American cuisine one step beyond regional ingredients and recipes. They are reinterpreting a familiar, homestyle concept for more sophisticated customers.



Surrounded by fan-shaped stainless steel, shiny swivel stools and snatches of Elvis tunes, elbows fight ketchup bottles and coffee cups. "One bowl of blue plate bossy," says Lulu to Dottie. And a bowl of beef stew (homemade, of course) is plunked down on the speckled Formica countertop. The scene is enough to make you believe you have stumbled into a diner of the 1950s.

But that's an illusion. It is, after all, 1986; and although today's diners have a flavor of the 1950s, they also have a very strong taste of the 1980s.

For instance, not all are open 24-hours a day; some close early. Others do not even offer breakfast. And most offer much more than beef stew or a cheesesteak hoagie—say a Cajun burger or a Brie omelet. Three-piece suited yuppies sit comfortably next to families. And parked outside are BMWs and Volvos, not 18-wheelers.

The juxtaposition is no accident. Today's diners are not just re-creations of the past. They are sophisticated reinterpretations designed to fit today's market—a more experienced, sophisticated crowd whose palates—and expectations—have benefited from 30 years of culinary education and experimentation. Today's diner operators, too, are not the same "mom and pops" of yesterday. They are experienced restaurateurs (many of them from large companies) who have discovered that diners fill a viable niche in the market.

Diners represent a bit of the past; a hearty meal; a familiar, casual atmosphere; convenience; fast service and individuality. By selectively choosing (and sometimes exaggerating) some or all of these familiar diner trademarks, today's restaurateurs are creating their own unique diner concepts for the 80s.

Cecelia Niepold is managing editor at **Restaurants USA.**

Idealizing the past

"Nostalgia definitely has something to do with the revival of diners today," maintains Richard Gutman, author of *American Diner.* "They are places that people went to when they were growing up, and they conjure up fond memories of hometown Americana."

Diners of the 80s don't just simulate the past, however. They make the past more real than it ever was—like a Hollywood set. (It's a safe bet that no diner in the 50s actually advertised that its mashed potatoes were lumpy.)

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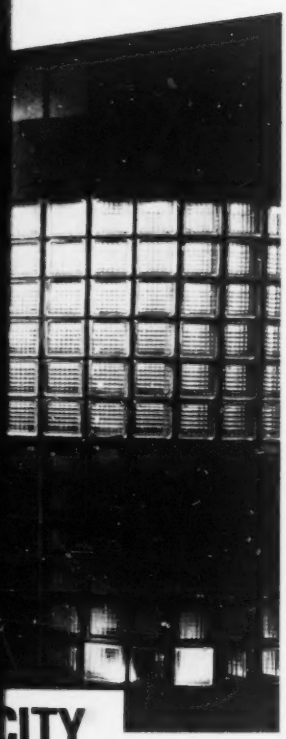
Evidence that this kind of idealized concept works is apparent at eateries such as Ed Debevic's Short Orders/Deluxe, a four-unit (average 250 to 350 seats), 50s-style diner operation located in Chicago, IL; Phoenix, AZ; and Los Angeles, CA. As Rich Melman, one of three Ed Debevic's partners and president of Chicago-based Lettuce Entertain You Enterprises, says, "People's



emotional ties to the past have certainly been a great factor in our success."

Walking into Ed Debevic's is like stepping onto a perfectly staged 1950s movie set. As a matter of fact, Melman was an associate producer for a film set in 1952, and that experience generated many of the detailed touches at Ed's. With a slogan that boasts, "Not just a restaurant, but a way of life," Ed's has been designed to fulfill all of a customer's fantasies about the 50s.

Even Ed Debevic is an incredible invention, brought to life as "the type of guy who would actually run a 50s diner." Although he is a fictional character, his personality pervades the whole concept. Messages from Ed, including, "If you don't like the way I do things, buy me out," are on the menus, and his bowling trophies are displayed proudly next to signs welcoming him back from the Korean War.

The atmosphere also has been painstakingly constructed. Numerous artifacts were searched out or recreated. The vintage pinball machines, jukeboxes and hodgepodge decor clearly say "50s." Even the gum-snapping waitresses (who have to audition for their roles) play a part in the scene, with perky bows in their hair, bobby socks and nametags such as "Boom Boom" and "Frenchie."

The authenticity extends to the menu. Melman and his partners turned to childhood memories and old cookbooks "to create a restaurant that served the kind of food we thought was really American—meat loaf and pudding," Melman recalls. Offerings include such home-style favorites as chicken fried steak and wets—fries with gravy. Even the prices dip into the past—nothing is more than $4.95.

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Nostalgia also plays a key role at The Diner, a new, 250-seat, southern 50s-style eatery in Glenview, IL. Owner Roger Greenfield's aim was to develop a moderately priced, fun place that would appeal to all ages. A diner atmosphere seemed to be the perfect backdrop—especially when a building on a busy corner, shaped like a train car, was discovered.

"All the fun soda shops have disappeared," laments Greenfield, president of Greenfield Restaurants, a diverse restaurant group based in Chicago, IL. "We wanted to create something that would bring back those good memories."

As a result, the decor is classic America circa 1950s and 1960s. Greenfield combined vintage items, such as an authentic Bastian Blessing soda fountain, old neon clocks, black-and-white checkerboard tiles and quilted stainless steel walls. Servers, dressed in college letter sweaters and answering to the names of characters from the movie "Animal House" (Bluto, Flounder, Niedermeyer, etc.), add to the lively ambiance.

The menu, though filled with authentic southern-style favorites, such as fried chicken with collard greens, biscuits and potatoes, has been slightly broadened with offbeat "today" combinations, such as Cajun meat loaf and blackened burgers, to accommodate recent trends. Checks average around $6.00.

Back to the basics

Although nostalgia is an underlying theme in many of today's "new" diners, not all operators are using it as their main draw. Instead, some are emphasizing the practical aspects of the diner image—fast service, convenience and basic foods—because these characteristics best suit their market.

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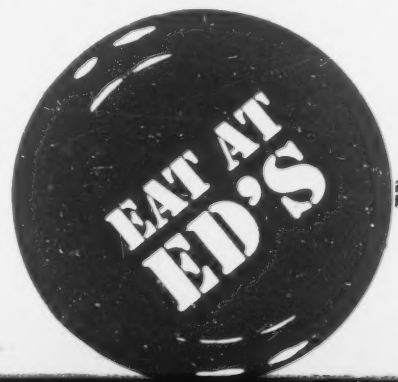
A diner in a mall? It's a perfect fit, according to Jack and Susan Seltz. After researching the idea, the Seltzes decided an all-American diner would be the perfect vehicle for serving convenient, home-style food. "We wanted to get back to the basics—soups cooked fresh daily and homemade gravies—and give people a chance to enjoy homecooked meals," explains Jack



If you like the music, great, but please don't sing or dance with the waitresses. They've got work to do.

Seltz, chairman of the four-unit (average 150 seats) Ediner concept in Edina, MN. "Fast service is our backbone; orders are served in 10 to 12 minutes. That and the $4.50 check average have made it an everyday eatery for people in the area," he adds.

Not everything about Ediner is traditional, however. Its mall locations have meant slow breakfast business. Consequently, the menu focuses on lunch and dinner entrees, which range from such blue plate specials as hot turkey sandwiches, mashed potatoes and gravy and salad or coleslaw to Coney Island hot dogs, Sloppy Joes and lots of malts and sundaes.

Although the shiny, stainless steel, glass block, seafoam-green booths, speckled Formica counter and 1940s jukebox selections, such as Glenn Miller and the Andrews Sisters, are definitely reminiscent of the past, Seltz has resisted making the atmosphere too exaggerated. "We don't hit people over the head with a lot of paraphernalia," he laughs. "The atmosphere sets the stage, but it doesn't steal it."

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Jeffrey Miller, president of L-K Restaurants, a 55-unit coffee shop chain (average 110 seats) based in Marion, OH, turned to a diner concept when considering ways to modernize the 47-year-old chain. After acquiring the concept last April, Miller decided that a traditional diner would best suit the chain's small-town market. "We wanted to broaden our customer base but didn't want to alienate our predominately older customers," Miller explains. "A diner concept summed up the basic menu we wanted and at the same time allowed us to give the restaurants a brighter look and a certain character that people can identify with."

Cost was another factor. Converting the units to diners was a fairly inexpensive proposition because of the original coffee-shop layout. Designers simply raised the original counters; added chrome swivel seats; removed the barriers inside the seating areas to lighten the interior space; changed the roof lines; added neon, black and white tiles; a few Norman Rockwell prints and a jukebox; and presto—a new look, a new concept.

But not too new. Miller didn't want to make the concept too trendy. "Going too far with decor can wear out—especially in small towns—so we made it subtle enough so people would feel comfortable coming back several times a week."

Comfortable does not mean boring, though. Alongside the basic hamsteak and bologna sandwich entrees on the menu are perky remarks like, "If you like the music, great, but please don't sing or dance with the waitresses. They've got work to do."

Miller believes a "fun" personality is a plus. "People seem to increasingly want to have a 'dining experience'—even during lunch," he maintains. "We offer an entertaining environment and can serve as quickly as a fast food place—two to three minutes for blue plate specials and five to seven for regular orders." Competitive prices (the average check is $4.50) and a special children's menu are also geared toward attracting a wide range of repeat customers.

A sophisticated blend

Some of today's diners are not marketing nostalgia or a basic no-nonsense image; instead, they are reinterpreting the old-time diner atmosphere for the sophisticated market of today.

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The Fog City Diner, a 90-seat eatery in San Francisco, CA, is a prime example of the sophisticated blend. "We wanted to create a classic diner that would be the finest diner of the 80s," says Bill Higgins, co-owner of Real Restaurants, a company which operates several other diverse restaurants in California.

To do so, the three owners com-

If you have a complaint, talk to the manager. If that doesn't satisfy you, talk to me. If you're still not satisfied, start your own restaurant.

bined the traditional diner elements they knew as children with modern-day architectural touches and current food trends.

The exterior, sheathed in stainless steel, purple-and-blue neon and black-and-white checkerboard tile, undoubtedly says "diner." Above the entrance, there is even a traditional clock face which beams, "Don't worry."

Inside are the first hints that the diner is not straight out of the 50s. In keeping with diner tradition, there is a long counter teeming with activity. But instead of the typical Formica counter top, it has an elegant marble and mahogany bar. The seating includes comfortable diner booths made with richly patterned fabric, a far cry from the standard black vinyl.

The menu, too, reflects a sophisticated blend of today and yesterday, with entrees, such as grilled sausages and polenta with herb butter, alongside chili dogs and black cows.

Even the items with traditional diner roots often have a sophisticated flair. The custard, for instance, isn't like any custard grandma used to fix. Instead, it's a garlic custard with mushrooms, chives and chopped, seasoned walnuts.

A further adaptation to current dining trends is geared toward today's grazing palates: a tempting list of "small plates," such as grilled sesame chicken with shiitake mushrooms, carrots and Chinese mustard. And, as in most fine restaurants of today, there is a discerning wine list with about 30 selections.

Summing up the restaurant's overall effect, Bill Higgins says proudly, "It's not exactly what people would expect, but it is a diner that represents America today."

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Mick's, a three-unit casual diner concept developed by the Peasant Restaurants group in Atlanta, GA, uses updated diner elements, such as bright flashes of blue-and-red neon, patterned tile floors, bullet-shaped lighting fixtures and basic black booth and table treatments to give its establishments atmosphere.

Because the units are in very diverse locations—an old, downtown drug

Moving from the country to the city

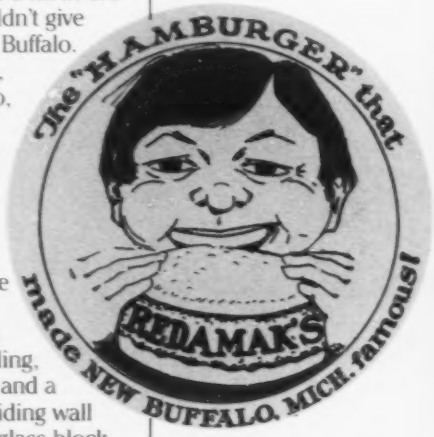
Can a rural roadhouse diner concept be adapted to a slick city environment? Redamak's, a family-owned diner in rustic New Buffalo, MI, is betting its concept is strong enough to make the transition.

After years of serving its signature burgers and fresh walleye pike to locals and summer visitors, Redamak's is taking on the challenge of the Chicago, IL, market. "We wanted to see if the concept would work in an urban market," explains John Drews, general manager, "but we knew we had to adapt."

Although the menu is basically the same at the two units—with sandwiches, fried chicken, shrimp baskets and the hamburgers "that made New Buffalo famous"—there are some differences. For one, hamburger toppings vary. Bacon and Swiss and blue cheeses have been added in Chicago, while basic American cheese remains the favorite in New Buffalo. In addition, spicy buffalo wings and lightly breaded Canadian smelts are a hit in Chicago, but they "couldn't give them away" in New Buffalo.

The decors, too, vary. In New Buffalo, the eatery has a definite downhome look, with cedar siding and redwood picnic tables. In Chicago, however, the atmosphere is more sleekly uptown, with aqua walls, a salmon ceiling, neoclassical pillars and a bright turquoise dividing wall that is topped with glass block.

The adaption is working so well that the company is planning another unit in Nashville, TN.



Be patient. The only way you're gonna be served in two minutes flat is if you come when no one else is here. And then it won't be as much fun.

store, a mall and a suburban space—individualized design touches have been added to ensure each communicates a sophisticated diner image. For instance, at the downtown unit, designer John Oetgen, president of Oetgen Interiors in Atlanta, GA, preserved the original molding, but he added a sky-blue ceiling to create an offbeat, hazy purplish effect. In the wide-open mall location, big, bright-red kiosks not only hold the concept together, but also double as wait stations. And, to make the large, vaulted suburban structure seem warmer, an eight-foot-wide clock face, encircled by a bright neon ring, dominates one wall, and a dessert counter with a neon-lit awning is nestled in a corner.

Even though the units share a common diner atmosphere, however, their locations have necessarily altered their patterns of business. For example, while breakfast is a hot seller at the downtown diner, the suburban store has found that only weekend brunches appeal to its market, while breakfast is not offered at all at the mall unit. All three outlets offer similar lunch and dinner menus, ranging from basic burgers to more gourmet choices, such as grilled seafood.

Familiar but funky

Not all diners are reinterpretations, reconversions or redesigns. There are still some authentic diners serving customers around the clock. But behind some of those gleaming, vintage exteriors lurks yet another category of new diners—the funky, unique and unexpected. Most of these have been created by individuals who truly love diners.

The Empire Diner, for instance, an 80-seat, circa 1929 diner with a glowing Empire State Building on its roof, has become a New York City landmark. Owner Jack Doenias purchased the structure in 1976 because he liked the architecture and had always thought of diners as "fun." Although the exterior is the real thing, the interior is an unexpected mixture of black-and-white diner decor and modern-day Manhattan. The black glass tabletops are "dinerish," but the white candles on the countertops add a sophisticated sparkle. And sitting where a booth used to be is a piano where a performer provides live entertainment—from jazz to classical—almost every night. The menu, too, has unexpected touches. Omelets are offered, of course, but how many diners of the 30s provided Brie, walnuts and chili as possible ingredients? "We like to have a little fun with the menu and create weird combinations," laughs Doenias. Although the Empire Diner has a definite diner feel, Doenias insists the diner decor is

The real thing

Although the current trend is to reinterpret the diner, traditional diners are not necessarily history. Located in small towns and urban markets and along highways, basic, no-frills diners continue to fill a need for familiar, hearty and inexpensive fare.

One example is the 51-seat Miss Portland Diner, an original 1940s Worcester diner that has been serving customers in Portland, ME, for almost 40 years. Little has changed at Miss Portland—from its original blue train car exterior, and posted cardboard sign that advertises, "Three large eggs, toast and home fries for $1.55" to the blue-and-white-checked tile floor and no-nonsense waitresses, some of whom have been there for more than 20 years.

The menu, too, has remained downhome. Customers are tempted by daily specials such as smothered beef and onions, mashed potatoes, stewed tomatoes and green beans. Eggs, of course, are still a big seller, and owner Randy Chasse reports he cracks and fries 300 dozen each week.

Why does Miss Portland continue to draw crowds? "We are part of the city," Chasse maintains. We're friendly, warm and relaxed, and customers know they can get anything they want anytime.

"Plus," he adds with a smile, "we're the real thing."

NATIONAL RESTAURANT ASSOCIATION

JANUARY–JUNE

1987

SEMINAR SCHEDULE

EDUCATION PROGRAMS DEPARTMENT

Introduction

1987 promises to be an exciting year in foodservice education, and we are pleased to present our January–June six-month schedule. We are happy to announce the unification of two of the most prominent forces in industry training and education. *Effective January 1, the Education Programs Department of the National Restaurant Association and the National Institute for the Foodservice Industry will join to form the Educational Foundation of the National Restaurant Association.* By pooling our resources, this new entity promises to provide you with an even wider variety of educational offerings and will extend our leadership as the source for quality education and training.

In addition to our seminars, national conferences and video training, we will be offering home study courses and a wider variety from our *Seminars to Go* program.

This six-month schedule provides a brief summary of each of the programs that we offer. We have added two new programs—***Profitability*** which offers all restaurant personnel with cost center accountability a blueprint for improving profits at the unit level; and ***Sanitary Assessment of the Food Environment (S.A.F.E.)*** which teaches methods of making your self-inspection system more meaningful and reliable.

In addition, we have expanded our video training library by introducing our second series of tapes on back-of-the-house training. This series outlines proper procedures for purchasing and receiving; storage and handling; preparation; serving; holding food and sanitation.

For more information, call us toll free at 800/424-5156, or send in the form at the back of this schedule.

Larry Fidel
Education Programs Director

ONE-DAY COURSE

This new course focuses primarily on the administration of banquet facilities and functions, including presentation, timing, pricing, forecasting and equipment.

2/23	Newark, NJ
4/7	Long Island, NY
4/22	Cincinnati, OH
5/17	Chicago, IL
6/8	Denver, CO
6/22	Burlington, VT
6/24	Toronto, Ontario, Canada

TWO-DAY COURSE

This comprehensive seminar will help operators reach new markets, develop profitable merchandising programs, improve controls, spot consumer trends and boost wine sales. It also discusses current "Alcoholic Beverage Consciousness" and what it means in today's business environment.

2/3–4	St. Louis, MO
3/30–31	King of Prussia, PA
4/22–23	Bloomington, MN
5/5–6	Annapolis, MD
5/16–17	Chicago, IL
6/29–30	Cleveland, OH

ONE-DAY COURSE

This program will help attendees understand the sources of stress, characteristic of foodservice operations. It will also focus on how stress affects managers and employees—negatively and positively. Attendees will learn how to reduce and control stress.

3/25	San Antonio, TX
3/26	Dallas, TX
4/8	Detroit, MI
4/9	Milwaukee, WI
5/16	Chicago, IL

ONE-DAY COURSE

Attendees will learn how to hire motivated employees from the outset as well as how to use practical incentive programs, team building exercises and employee work groups, to further motivate employees in the operation.

2/9	Charlotte, NC
2/11	Vienna, VA
3/9	Portland, OR
6/2	Detroit, MI
6/4	Milwaukee, WI

ONE-DAY COURSE

This seminar presents a new angle from which to examine a foodservice operation and identify the factors behind "lost" money. The instructor has developed a system for use in any size restaurant that allows the operator to track actual food use, and thereby control costs. Attendees will receive all the forms and management tools needed to implement a complete food cost control program in their operations.

1/20	Orlando, FL
2/18	Nashville, TN
3/24	Pittsburgh, PA
4/21	Indianapolis, IN
4/28	Raleigh, NC
5/6	Appleton, WI
5/16	Chicago, IL
6/9	Denver, CO
6/16	Dallas, TX

ONE-DAY COURSE

This program addresses the current legal issues facing the foodservice operators in their day-to-day decisions. Topics include: liquor liabilities, wage-and-hour issues, immigration laws, employee rights and customer safety and security.

1/27	Birmingham, AL
2/23	Concord, NH
2/25	Cincinnati, OH
3/4	Seattle, WA
4/1	Newport, RI
4/22	Omaha, NE
5/4	Columbia, SC
5/17	Chicago, IL
6/8	San Diego, CA
6/9	Sacramento, CA

ONE-DAY COURSE

This seminar covers all the elements for developing a successful menu—a restaurant's number-one sales and marketing tool. From identifying poor performers and adding new money-making items to designing and laying out an effective menu, this practical program will help you take full advantage of your menu.

3/10	Troy, MI
3/24	Calgary, Alberta, Canada
3/25	Edmonton, Alberta, Canada
4/27	Ft. Collins, CO
4/29	Burlingame, CA
5/17	Chicago, IL
5/27	Burlington, VT
5/29	Buffalo, NY

TWO-DAY COURSE

This seminar covers the many steps involved in funding a new restaurant operation, including evaluating real estate alternatives, estimating capital requirements, determining types and finding sources of funding most appropriate to the new operation.

1/29–30	Atlantic City, NJ
3/19–20	Springfield, VA
5/16–17	Chicago, IL

TWO-DAY COURSE

This seminar offers a complete guide to the essentials of a catering business, as well as an analysis of the common pitfalls. Focus includes: analyzing the potential market, developing new business, menu development, selecting foodservice style, developing a good cost program, production and handling, on-site staff, current trends and "signature foods."

1/26–27	Houston, TX
2/9–10	Madison, WI
3/2–3	Indianapolis, IN
3/19–20	Denver, CO
4/6–7	St. Louis, MO
5/11–12	Vancouver, B.C., Canada
5/16–17	Chicago, IL

Management

TWO-DAY COURSE

Operational Analysis

This seminar is designed to provide specific, in-depth procedures for examining a restaurant business objectively and comparing that operation to the entire foodservice industry. The course covers both finance and management analysis to help restaurateurs identify the strengths, weakness, and potential of their operation.

1/28–29	Jacksonville, FL
4/27–28	Rochester, NY
5/4–5	Charlotte, NC
5/27–28	Austin, TX

TWO-DAY COURSE

Planning and Implementing Restaurant Marketing Strategy

This is an intensive seminar focusing on the basics of restaurant marketing for increasing profit in the operation by increasing new and repeat customer trade, minimizing the risk involved with expansion as well as anticipating and resolving problems that threaten sales, growth or profits.

3/4–5	Reno, NV
3/24–25	Kansas City, MO
4/21–22	Hartford, CT
5/16–17	Chicago, IL
6/8–9	Denver, CO

ONE-DAY COURSE

Planning Successful Buffets

This seminar, applicable to almost any size foodservice operation, covers the basics of buffet service, with emphasis on creative menu, decor and preparation.

2/17	Lexington, KY
3/2	Colorado Springs, CO
3/23	Tampa, FL
4/6	Baltimore, MD
5/4	Lansing, MI
5/11	Williamsburg, VA

ONE-DAY COURSE

Profitability

This seminar offers all restaurant personnel with cost center accountability a blueprint for improving profits at the unit level. Profitability introduces a variety of practical and innovative operating systems, management techniques and cost control tips that can be immediately implemented in your restaurant.

1/28	Atlanta, GA
3/24	Madison, WI
5/27	Boston, MA
5/28	Washington, DC

TWO-DAY COURSE

Real Estate & Restaurant Site Selection

This program will cover the key principles of selecting sites for foodservice operations, including market structure, customer profiles, the physical features of sites and economic/financial consideration.

2/17–18	Scottsdale, AZ
4/21–22	Hilton Head, SC
5/16–17	Chicago, IL
6/10–11	Atlantic City, NJ

TWO-DAY COURSE

Restaurant Design And Facilities Planning

Restaurant Design was developed to give foodservice executives the background necessary to understand and control their restaurant design projects and avoid costly mistakes. The focus includes: analyzing the feasibility of the project; planning space and equipment according to function and the menu; a workshop on resolving design problems; and working with architects, engineers, consultants, etc. Attendees are invited to bring along plans, blueprints or other project information for individual evaluation by the instructor.

2/10–11	Tampa, FL
3/2–3	Las Vegas, NV
3/25–26	Chicago, IL
4/13–14	Dallas, TX
6/1–2	Toronto, Ontario, Canada
6/23–24	San Francisco, CA

ONE-DAY COURSE

Sanitary Assessment of the Food Environment (S.A.F.E.)

This program teaches ways to make your self-inspection system more meaningful and reliable by applying the theories of *Hazard Analysis* and *Critical Control Points* throughout the preparation process. S.A.F.E. covers the scope of foodborne diseases by showing why "traditional" inspections do not address the major causative factors of foodborne illness.

1/20	Arlington, VA
3/11	Cleveland, OH
5/7	Cherry Hill, NJ
5/16	Chicago, IL
6/8	Boston, MA

ONE-DAY COURSE

Wine and the Restaurant Business

This course provides the information necessary to give attendees a complete understanding of the wines they wish to sell. It includes innovative merchandising strategies, training staff to sell wines and wine-pricing systems.

1/27	Toronto, Ontario, Canada
2/25	Stamford, CT
4/7	Portland, ME
5/27	Philadelphia, PA
6/16	Cincinnati, OH

TeamWork

6/8	Banquet Management
6/8	Kitchen Management
6/8–9	Planning and Implementing Restaurant Marketing Strategy
6/9	Food Cost Management
6/9	Increasing Sales: Effective Front-of-the-House Management

Food Production

ONE-DAY COURSE

Perfecting Your Culinary Skills

This seminar combines lecture with demonstration to instruct attendees in cooking techniques that improve their food quality while lowering costs. The fundamentals of cooking discussed include: methods of preparing meats; utilization of leftovers; vegetable cookery; potatoes, rice and pasta; and deep fat frying. Recommended as an introduction for kitchen assistants, line cooks and chefs.

1/27	Atlanta, GA
2/5	Dallas, TX
3/24	St. Paul, MN
4/14	Louisville, KY
5/26	Portland, ME
6/25	Hyde Park, NY
6/30	Indianapolis, IN

ONE-DAY COURSE

Simplified Baking

This seminar illustrates how easily baking can be integrated into the kitchen operation using frozen dough products. Through demonstration, the chef will show attendees how to create signature baked goods with little effort and no special equipment. This program is recommended for product development managers and menu planners, as well as bakers and kitchen managers.

2/10	Ventura, CA
2/12	Sacramento, CA
3/24	Atlantic City, NJ
4/2	Des Moines, IA
4/21	Oklahoma City, OK
5/6	Minneapolis, MN
6/24	Hyde Park, NY

ONE-DAY COURSE

Soups and Sauces

This workshop focuses on items that are inexpensive and easily prepared, yet are distinctive and profitable menu additions. Instruction provides the techniques and principles upon which all soups and sauces are based.

1/22	San Diego, CA
2/16	Denver, CO
3/1	Washington, DC
3/3	Rochester, NY
4/7	Schiller Park, IL
4/8	Cleveland, OH

Basic Foodservice

ONE-DAY COURSE

Dining Room Management

One of our most popular seminars, **Dining Room Management** focuses on the many aspects of front-of-the-house management, including building basic management skills, getting the most from employees and handling problems on the floor. This course is appropriate for all levels—owner/operators, dining room manager/supervisors, waiters and waitresses.

1/20	Pawtucket, RI
2/3	New Orleans, LA
2/18	Rosemont, IL
2/19	Minneapolis, MN
3/19	Boston, MA
4/15	Pittsburgh, PA
4/28	Montgomery, AL
5/11	Lancaster, PA
5/12	Tulsa, OK
5/17	Chicago, IL
6/2	Bethesda, MD
6/10	Omaha, NE
6/22	Spokane, WA
6/23	Portland, OR

ONE-DAY COURSE

Increasing Sales: Effective Front-of-the-House Management

Attendees will be able to analyze and assess their present service style in relation to current service trends. Specific opportunities and methods for improving sales in the dining room will be addressed. Attendees will have the opportunity to examine the sequence of service, merchandising techniques, sales incentives, motivation and more.

2/2	Winnipeg, Manitoba, Canada
3/31	Portsmouth, NH
4/2	Newark, NJ
4/26	Boston, MA
5/4	Springfield, VA
5/6	Atlanta, GA
5/17	Chicago, IL
6/9	Denver, CO
6/11	Bloomington, MN
6/15	Dallas, TX
6/29	Honolulu, HI

ONE-DAY COURSE

Kitchen Management

A comprehensive program on the basics of kitchen management, this seminar presents money-saving techniques for improving efficiency and productivity. The focus includes:

- Purchasing and receiving
- Maintaining food quality
- Food cost
- Food production & preparation
- Effective management techniques

1/22	Schaumburg, IL
1/26	Baltimore, MD
3/2	Oak Brook, IL
3/9	Shreveport, LA
4/9	Savannah, GA
4/15	Knoxville, TN
5/5	Worcester, MA
5/6	Concord, NH
5/16	Chicago, IL
5/27	San Jose, CA
5/28	Marin County, CA
6/8	Denver, CO
6/15	Hartford, CT
6/17	Rockville, MD
6/30	Des Moines, IA

ONE DAY COURSE

People-Power and Profits

Attendees learn to reduce turnover by hiring the right employees in the first place. Concentrate on your personal leadership skills as well as analyze methods for developing and maintaining a motivating work environment.

1/21	Philadelphia, PA
1/29	Cincinnati, OH
3/10	Tucson, AZ
4/9	Richmond, VA
6/15	Orlando, FL

ONE-DAY COURSE

Tools for Training

Tools for Training will help you build a solid employee training program. The techniques presented in this seminar have been thoroughly tested in the dynamics of the foodservice environment. The program focuses on the why's and how-to's of training.

2/25	Seattle, WA
3/19	Los Angeles, CA
3/20	Burlingame, CA
4/13	Virginia Beach, VA
4/14	Rockville, MD
5/16	Chicago, IL

Alabama

1/27	Foodservice Operators' Legal Workshop	Birmingham
4/28	Dining Room Management	Montgomery

Arizona

2/17–18	Real Estate and Restaurant Site Selection	Scottsdale
3/10	People-Power and Profits: Hiring and Managing for Success	Tucson

California

1/18–21	Independent Foodservice Operators' National Conference	San Francisco
1/22	Soups and Sauces	San Diego
2/10	Simplified Baking Workshop	Ventura
2/12	Simplified Baking Workshop	Sacramento
3/19	Tools for Training	Los Angeles
3/20	Tools for Training	Burlingame
4/5–8	Restaurant Development Conference	Los Angeles
4/29	Menus That Sell! Strategies for Menu Development and Design	Burlingame
5/27	Kitchen Management	San Jose
5/28	Kitchen Management	Marin County
6/8	Foodservice Operators' Legal Workshop	San Diego
6/9	Foodservice Operators' Legal Workshop	Sacramento
6/23–24	Restaurant Design & Facilities Planning	San Francisco

Colorado

2/16	Soups & Sauces	Denver
3/2	Planning Successful Buffets	Colorado Springs
3/19–20	Off-Premises Catering	Denver
4/27	Menus that Sell! Strategies for Menu Development and Design	Fort Collins

TeamWork Denver

6/8	Banquet Management	Denver
6/8	Kitchen Management	Denver
6/8–9	Planning and Implementing Restaurant Marketing Strategy	Denver
6/9	Food Cost Management	Denver
6/9	Increasing Sales: Effective Front-of-the-House Management	Denver

Connecticut

2/25	Wine and the Bottom Line	Stamford
4/21–22	Planning and Implementing Restaurant Marketing Strategy	Hartford
6/15	Kitchen Management	Hartford

Seminars by State

District of Columbia

1/20	S.A.F.E.	Arlington, VA
2/11	Employee Motivation: Management Techniques to Build Morale	Vienna, VA
3/1	Soups and Sauces	Washington, DC
3/19–20	Negotiating for, and Financing, Foodservice Facilities	Springfield, VA
4/14	Tools for Training	Rockville, MD
5/4	Increasing Sales: Effective Front-of-the-House Management	Springfield, VA
5/28	Profitability	Washington, DC
6/2	Dining Room Management	Bethesda, MD
6/17	Kitchen Management	Rockville, MD

Florida

1/20	Food Cost Management	Orlando
1/28–29	Operational Analysis	Jacksonville
2/10–11	Restaurant Design and Facilities Planning	Tampa
3/23	Planning Successful Buffets	Tampa
6/15	People-Power and Profits: Hiring and Managing for Success	Orlando

Georgia

1/27	Perfecting Your Culinary Skills	Atlanta
1/28	Profitability	Atlanta
4/9	Kitchen Management	Savannah
5/6	Increasing Sales: Effective Front-of-the-House Management	Atlanta

Hawaii

6/29	Increasing Sales: Effective Front-of-the-House Management	Honolulu

Illinois

1/22	Kitchen Management	Schaumburg
2/18	Dining Room Management	Rosemont
3/2	Kitchen Management	Oak Brook
3/25–26	Restaurant Design and Facilities Planning	Chicago
4/7	Soups and Sauces	Schiller Park

The following seminars will be held at the NRA Show in Chicago, May 16–17:

5/16	S.A.F.E.	Chicago
5/16	Coping with the Personal Demands of Foodservice Management	Chicago
5/16	Kitchen Management	Chicago
5/16	Food Cost Management	Chicago
5/16	Tools for Training	Chicago
5/16–17	Negotiating for, and Financing, Food Service Facilities	Chicago
5/16–17	Off-Premises Catering	Chicago
5/16–17	Planning and Implementing Restaurant Marketing Strategy	Chicago
5/16–17	Real Estate and Restaurant Site Selection	Chicago
5/16–17	Beverage Management	Chicago
5/17	Foodservice Operators' Legal Workshop	Chicago
5/17	Menus That Sell! Strategies for Menu Development and Design	Chicago
5/17	Dining Room Management	Chicago
5/17	Increasing Sales: Effective Front-of-the-House Management	Chicago
5/17	Banquet Management	Chicago

Indiana

3/2–3	Off-Premises Catering	Indianapolis
4/21	Food Cost Management	Indianapolis
6/30	Perfecting Your Culinary Skills	Indianapolis

Iowa

4/2	Simplified Baking Workshop	Des Moines, IA
6/30	Kitchen Management	Des Moines, IA

Kentucky

2/17	Planning Successful Buffets	Lexington
4/14	Perfecting Your Culinary Skills	Louisville

Louisiana

2/3	Dining Room Management	New Orleans
3/9	Kitchen Management	Shreveport

Maine

4/7	Wine and the Bottom Line	Portland
5/26	Perfecting Your Culinary Skills	Portland

Maryland

1/26	Kitchen Management	Baltimore
4/6	Planning Successful Buffets	Baltimore
4/14	Tools for Training	Rockville
5/5–6	Beverage Management	Annapolis
6/2	Dining Room Management	Bethesda
6/17	Kitchen Management	Rockville

Massachusetts

3/19	Dining Room Management	Boston
4/26	Increasing Sales: Effective Front-of-the-House Management	Boston
5/5	Kitchen Management	Worcester
5/27	Profitability	Boston
6/8	S.A.F.E.	Boston

Michigan

3/10	Menus That Sell! Strategies for Menu Development and Design	Troy
4/8	Coping with the Personal Demands of Foodservice Management	Detroit
5/4	Planning Successful Buffets	Lansing
6/2	Employee Motivation: Management Techniques to Build Morale	Detroit

Seminars by State

Minnesota

2/19	Dining Room Management	Minneapolis
3/24	Perfecting Your Culinary Skills	St. Paul
4/22–23	Beverage Management	Bloomington
5/6	Simplified Baking Workshop	Minneapolis
6/11	Increasing Sales: Effective Front-of-the-House Management	Bloomington

Missouri

2/3–4	Beverage Management	St. Louis
3/24–25	Planning and Implementing Restaurant Marketing Strategy	Kansas City
4/6–7	Off-Premises Catering	St. Louis

Nebraska

4/22	Foodservice Operators' Legal Workshop	Omaha
6/10	Dining Room Management	Omaha

Nevada

3/2–3	Restaurant Design and Facilities Planning	Las Vegas
3/4–5	Planning and Implementing Restaurant Marketing Strategy	Reno

New Hampshire

2/23	Foodservice Operators' Legal Workshop	Concord
3/31	Increasing Sales: Effective Front-of-the-House Management	Portsmouth
5/6	Kitchen Management	Concord

New Jersey

1/29–30	Negotiating For, and Financing Foodservice Facilities	Atlantic City
2/23	Banquet Management	Newark
3/24	Simplified Baking Workshop	Atlantic City
4/2	Increasing Sales: Effective Front-of-the-House Management	Newark
5/7	S.A.F.E.	Cherry Hill
6/10–11	Real Estate and Restaurant Site Selection	Atlantic City

New York

3/3	Soups and Sauces	Rochester
4/7	Banquet Management	Long Island
4/27–28	Operational Analysis	Rochester
5/29	Menus That Sell! Strategies for Menu Development and Design	Buffalo
6/24	Simplified Baking Workshop	Hyde Park
6/25	Perfecting Your Culinary Skills	Hyde Park

North Carolina

2/9	Employee Motivation: Management Techniques to Build Morale	Charlotte
4/28	Food Cost Management	Raleigh
5/4–5	Operational Analysis	Charlotte

Ohio

1/29	People-Power and Profits: Hiring and Managing for Success	Cincinnati
2/25	Foodservice Operators' Legal Workshop	Cincinnati
3/11	S.A.F.E.	Cleveland
4/8	Soups and Sauces	Cleveland
4/22	Banquet Management	Cincinnati
6/16	Wine and the Bottom Line	Cincinnati
6/29–30	Beverage Management	Cleveland

Oklahoma

4/21	Simplified Baking Workshop	Oklahoma City
5/12	Dining Room Management	Tulsa

Oregon

3/9	Employee Motivation: Management Techniques to Build Morale	Portland
6/23	Dining Room Management	Portland

Pennsylvania

1/21	People-Power and Profits: Hiring and Managing for Success	Philadelphia
3/24	Food Cost Management	Pittsburgh
3/30–31	Beverage Management	King of Prussia
4/15	Dining Room Management	Pittsburgh
5/11	Dining Room Management	Lancaster
5/27	Wine and the Bottom Line	Philadelphia

Rhode Island

1/20	Dining Room Management	Pawtucket
4/1	Foodservice Operators' Legal Workshop	Newport

South Carolina

4/21–22	Real Estate and Restaurant Site Selection	Hilton Head
5/4	Foodservice Operators' Legal Workshop	Columbia

Tennessee

2/18	Food Cost Management	Nashville
4/15	Kitchen Management	Knoxville

Texas

1/26–27	Off-Premises Catering	Houston
2/5	Perfecting Your Culinary Skills	Dallas
3/8–11	National Conference on Computers in Foodservice	Dallas
3/25	Coping with the Personal Demands of Foodservice Management	San Antonio
3/26	Coping with the Personal Demands of Foodservice Management	Dallas
4/13–14	Restaurant Design and Facilities Planning	Dallas
5/27–28	Operational Analysis	Austin
6/15	Increasing Sales: Effective Front-of-the-House Management	Dallas
6/16	Food Cost Management	Dallas

Seminars by State

Vermont

5/27	Menus That Sell! Strategies for Menu Development and Design	Burlington
6/22	Banquet Management	Burlington

Virginia

1/20	S.A.F.E.	Arlington
2/11	Employee Motivation: Management Techniques to Build Morale	Vienna
3/19–20	Negotiating For, and Financing Foodservice Facilities	Springfield
4/9	People-Power and Profits: Hiring and Managing for Success	Richmond
4/13	Tools for Training	Virginia Beach
5/4	Increasing Sales: Effective Front-of-the-House Management	Springfield
5/11	Planning Successful Buffets	Williamsburg

Washington

2/25	Tools for Training	Seattle
3/4	Foodservice Operators' Legal Workshop	Seattle
6/22	Dining Room Management	Spokane

Wisconsin

2/9–10	Off-Premises Catering	Madison
3/24	Profitability	Madison
4/9	Coping with the Personal Demands of Foodservice Management	Milwaukee
5/6	Food Cost Management	Appleton
6/4	Employee Motivation: Management Techniques to Build Morale	Milwaukee

Canada

1/27	Wine and the Bottom Line	Toronto, Ontario
2/2	Increasing Sales: Effective Front-of-the-House Management	Winnipeg, Manitoba
3/24	Menus That Sell! Strategies for Menu Development and Design	Calgary, Alberta
3/25	Menus That Sell! Strategies for Menu Development and Design	Edmonton, Alberta
5/11–12	Off-Premises Catering	Vancouver, B.C.
6/1–2	Restaurant Design and Facilities Planning	Toronto, Ontario
6/24	Banquet Management	Toronto, Ontario

Seminar Registration

Membership Number Required for Member Rate

Please print or type
For fast, easy registration call 800/424-5156 (toll free) or 202/638-6100.

Seminar _____

Date and location _____

Name _____

Title _____

Name _____

Title _____

Seminar _____

Date and location _____

Name _____

Title _____

Name _____

Title _____

Company _____

Mailing Address _____

City, State _____

ZIP _____ Phone ( ) _____

☐ National Restaurant Association Member ☐ Co-sponsoring association member*

Member # _____

☐ Check enclosed Make checks payable to: National Restaurant Association

Basic Foodservice Courses

	Member*	Non-Member
(no discount applies)	$125	$155

Food Production Courses

Number of people attending from your organization	Member*	Non-Member
One person	$155	$195
Two or more	$140	$180

Foodservice Management Courses

One-day seminars	Member*	Non-Member
One person	$155	$195
Two or more	$140	$180
Two-day seminars		
One person	$325	$395
Two or more	$285	$355

*National Restaurant Association or co-sponsoring state association. Seminars are generally co-sponsored by the state association in the state where the seminar is being held.

☐ **YES.** Send me information on the following seminars:

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Mail this form to or call National Restaurant Association 800/424-5156 (toll free) or 202/638-6100.

National Restaurant Association, 311 First St., N.W., Washington, DC 20001.

Seminar Information

Continuing education credit—The International Food Service Executives Association (IFSEA), the Dietary Managers Association (DMA), and the American Culinary Federation (ACF) have approved NRA's courses for continuing education credit.

Tax deductible—Your attendance at this National Restaurant Association seminar is tax deductible, according to Treasury Regulation 1.162.5.

Discount for multiple attendance—When two or more attendees register from the same company for selected programs, each will receive a discount off the regular registration fee. Special discounts available for larger groups.

Guarantee—If you are not satisfied that the knowledge gained at the seminar is useful and will help you to do a better job, we will give you a full refund of your entire seminar fee. If you should feel the need to request such a refund, please write within 10 days of your course attendance to Larry Fidel, Education Programs, National Restaurant Association, 311 First St., N.W., Washington, DC 20001.

Conferences

Independent Foodservice Operators National Conference
1/18–21 San Francisco, CA

National Conference on Computers in Foodservice
3/8–11 Dallas, TX

Restaurant Development Conference
4/5–8 Los Angeles, CA

In-House Programs

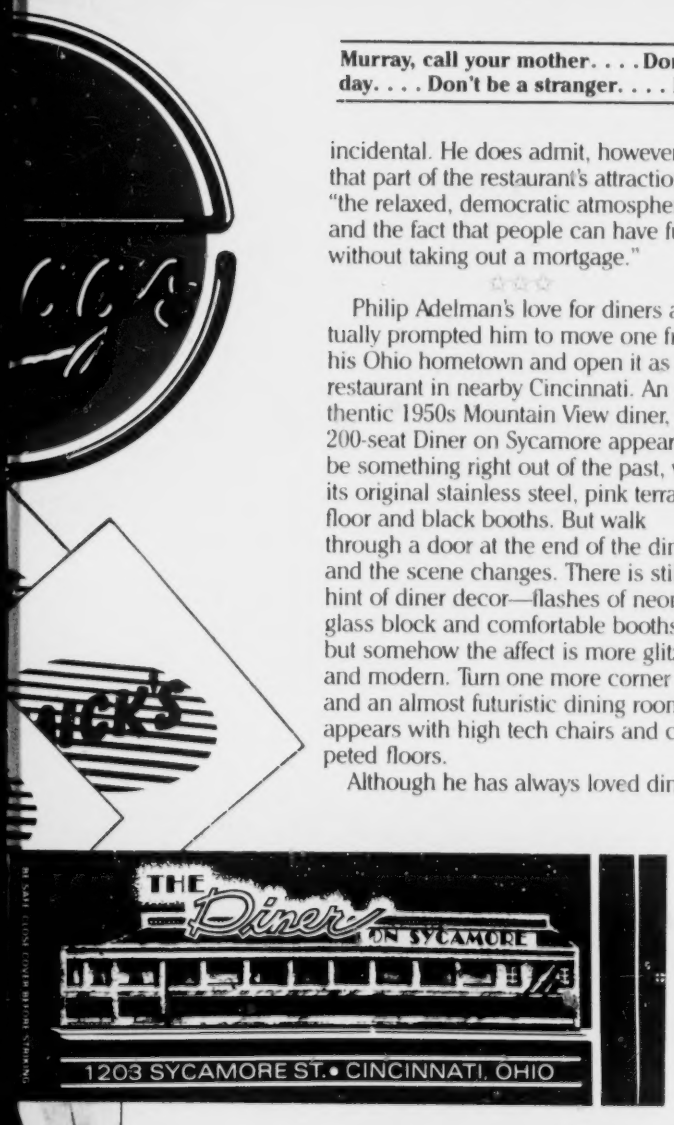
If you are a small to mid-sized, multiunit operator of restaurants, hotels or fast food outlets, NRA's in-house seminar presentations are ideal for you. "Seminars to Go" is an economical and practical way to motivate your staff by showing you are concerned about their professional growth, not to mention the direct benefits your organization will derive from maintaining a well-trained staff. Certainly one, or perhaps several of NRA's highly respected seminars will meet your training needs. For more information on "Seminars to Go" or on NRA presentations at your conference or conventions, write or call Eddie O'Hare in the Education Programs Department at 800/424-5156 or 202/638-6100.

Video Training

If a picture is worth a thousand words, then each of NRA's training videos is worth an entire shelf of books. NRA's Video Training provides staff-training, immediate employee orientation, basic skills training, consistent training in high turnover jobs, and retraining as necessary. Now available is the Wait Staff Training Series. Specific tape topics are Suggestive Selling, Teamwork and Service. (2 tapes).

The second series of tapes focuses on back-of-the-house training. This series outlines proper procedures for purchasing and receiving, storage and handling; preparation; serving; holding food and sanitation. For more information about Video Training, contact Caren Brinker in the Education Programs Department at 800/424-5156 or 202/638-6100.

Murray, call your mother. . . . Don't let your chauffeur drink. . . . Have a nice day. . . . Don't be a stranger. . . . Don't play with your food.



incidental. He does admit, however, that part of the restaurant's attraction is "the relaxed, democratic atmosphere and the fact that people can have fun without taking out a mortgage."

☆☆☆

Philip Adelman's love for diners actually prompted him to move one from his Ohio hometown and open it as a restaurant in nearby Cincinnati. An authentic 1950s Mountain View diner, the 200-seat Diner on Sycamore appears to be something right out of the past, with its original stainless steel, pink terrazzo floor and black booths. But walk through a door at the end of the diner and the scene changes. There is still a hint of diner decor—flashes of neon, glass block and comfortable booths—but somehow the affect is more glitzy and modern. Turn one more corner and an almost futuristic dining room appears with high tech chairs and carpeted floors.

Although he has always loved diners, Adelman did not want to simply recreate one. "I thought a basic diner might be too trendy and wouldn't last," explains Adelman. Consequently, he added on the modern-looking rooms to broaden the atmosphere, while still maintaining the diner connection. The menu, which Adelman says is as diverse as a T.G.I. Friday's, goes far beyond a typical diner selection. "The combination of the old and the new has certainly worked very well," says Adelman. "Everyone likes diners, no matter what their background or age, and the authentic diner has been a tremendous draw."

☆☆☆

Another original Mountain View diner, the Flash in the Pan Diner in Danvers, MA, is also not what it seems to be. The arrow-shaped sign out by the highway pointing to the shiny diner often attracts truckers driving by. "They are a little shocked when they see the menu with items like beef tenderloin with Szechuan peppercorns, snow peas and mushrooms," laughs owner Patrick Delanger.

The Flash in the Pan is an upscale restaurant in disguise—an oasis designed not for truckers, but for patrons with a taste for internationally flavored classic dishes.

Delanger bought the diner about two years ago primarily because he liked its small size (seven booths) and thought it would be a perfect vehicle for his first restaurant. (He formerly worked at the Seasons restaurant in Boston.) Also, he had always enjoyed diners and liked the idea of running a gourmet restaurant in a traditional diner setting.

Delanger has kept the interior atmosphere fairly intact. The tables are brown Formica, and electric white tulips ("They're so tacky, they're perfect," he says) convey a definite diner touch. He has added a few subtle, upscale touches, such as linen napkins and fresh cut flowers. Generally, the atmosphere has been an asset. "Customers enjoy it because it's unpretentious and comfortable," says Delanger. He admits that some locals seem reluctant to try the new-era diner—it doesn't mesh with the familiar diner many of them grew up with. Not only does it close early at night, but it does not even open for breakfast or lunch.

But Delanger believes they will come around. Sometimes he can even convince truckers who have inadvertantly stumbled into his restaurant to try a scampi pie appetizer—a puffed pastry with seafood, mushrooms and cream. "It's a hearty dish, and, at $4.95, it is within their price range," reports Delanger.

Will diners last?

As with any trend, there is a danger the market will become oversaturated. There are two schools of thought about the future of the diner. One view, held by restaurateurs such as Melman, is that, "after a few years, only those diners that maintain good food, moderate prices and a fun atmosphere will survive." On the other hand, as Richard Gutman points out, "Diners have always been mini-American landmarks and will always mean something special to the American public." ❑

Viewpoint

Don't Throw Away Your Architectural Treasures

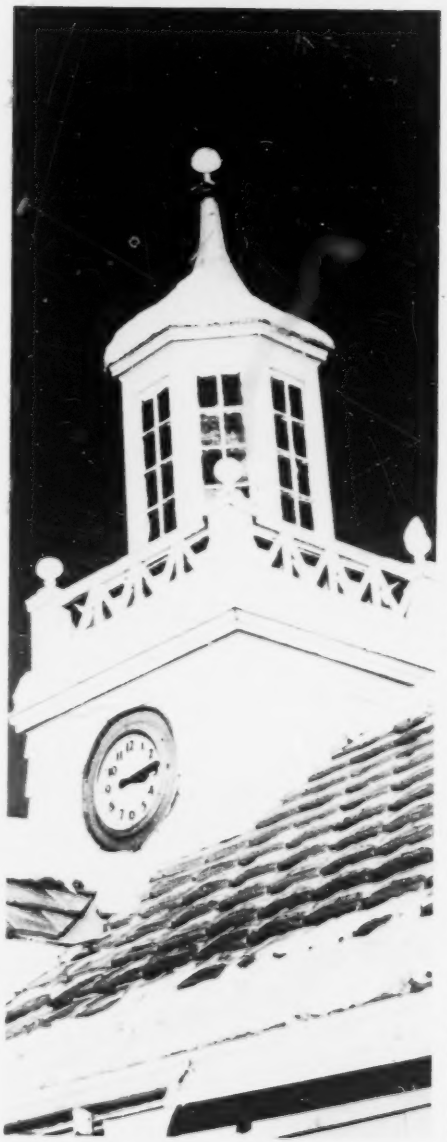
by Chester H. Liebs

Each day businesses across the country (including restaurants) are chucking architectural treasures. And with each toss is a missed opportunity for prestige, goodwill and profit.

One common scenario goes like this. In the late 1920s, a restaurateur, sensing more profits could be gleaned along the highway than on Main Street, built a wayside eatery with a 10-foot-high rendition of a lighthouse mounted on the roof. Such zany devices for attracting motorists' attention were as much a part of the roaring 1920s as Model T Fords and bathtub gin.

As the years passed, the restaurateur resisted the temptation to change the appearance of his business. Finally, he decided to retire and turn the lighthouse over to his son and daughter-in-law. Long frustrated by their father's resistance to change and wishing to make their own mark on the business, the couple commissioned a design/build firm to demolish the lighthouse and cover the building with brown wood shingles. A few months later, the pair drove over to see a new eatery in the next town which they had heard was doing an overflow business. To their surprise, the place was built in the shape of a lighthouse.

The couple had been caught in the dilemma faced by many businesspeople—knowing a lot about dollars and cents, but far too little about history.



A World War II vintage Howard Johnson in Burlington, VT, shortly before conversion to an upscale, yuppie eatery.

This scenario of not recognizing what is valuable until it is gone is acted out countless times each year.

This type of inadvertent divestiture is not confined to the small entrepreneur. The Holiday Inn sign is an excellent case in point. Since Kemmons Wilson founded the chain in 1952, several generations of travelers have become conditioned to associating the image of the company's "Great Sign" (a towering electric lady bearing a pulsating neon torch and skirt of flashing lights) with a clean and "surprise free" place to spend the night. Recently, in an attempt to present a new corporate image for its now diversified hotel holdings, to reduce maintenance costs and to placate highway beautification advocates, the company decided to replace its historic sign with a less imposing design.

Like the move to demolish the lighthouse, this decision came at the very time that the original—which in this case personified the lively, tail-finned architecture of the 1950s—was back in style again. There is still some hope for the "Great Sign" since 300 remain, and some of these will definitely survive, for the company has agreed to donate several to museums.

The legendary orange roofs of Howard Johnsons, however, seem destined for annihilation. Dozens of the white clapboard structures, with their quaint cupolas, have been eliminated at the very time millions of aging baby boomers are looking back with fond childhood memories at succulent hot dogs, fried clams and chocolate-chip ice-cream cones.

Many of the units were approaching 50 years in age and would probably

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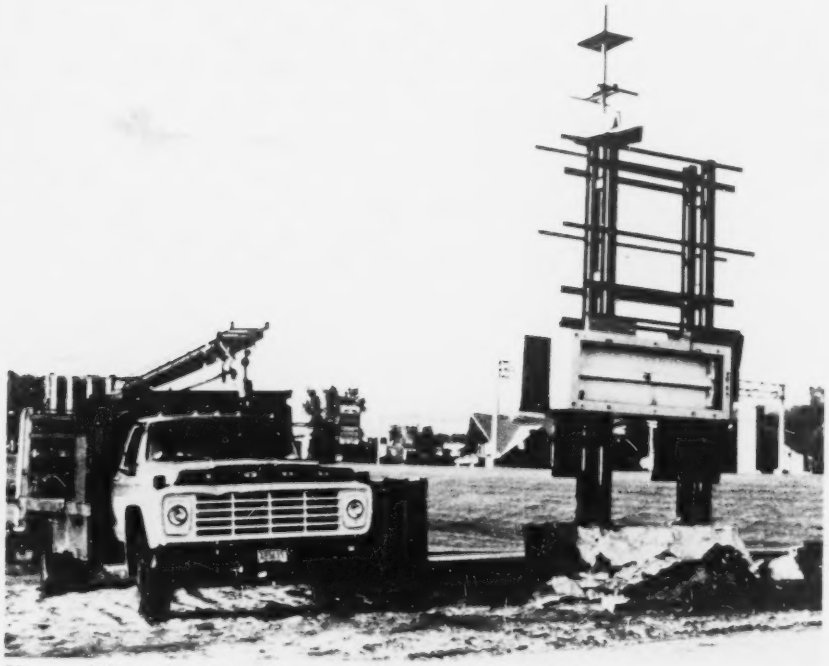
Chester H. Liebs is a professor of history at the University of Vermont and author of Main Street to Miracle Mile: American Roadside Architecture *published by New York Graphic Society/Little, Brown in 1985.*



Vermont's last "Great Sign" recently bit the dust in Rutland.

Chester H. Liebs

McDonald's proved that hamburger palaces could be restored just like fine, old homes when it converted an old unit in Portland to a children's party center.

have qualified for inclusion in the *National Register of Historic Places*. Restoration would also generate tax advantages.

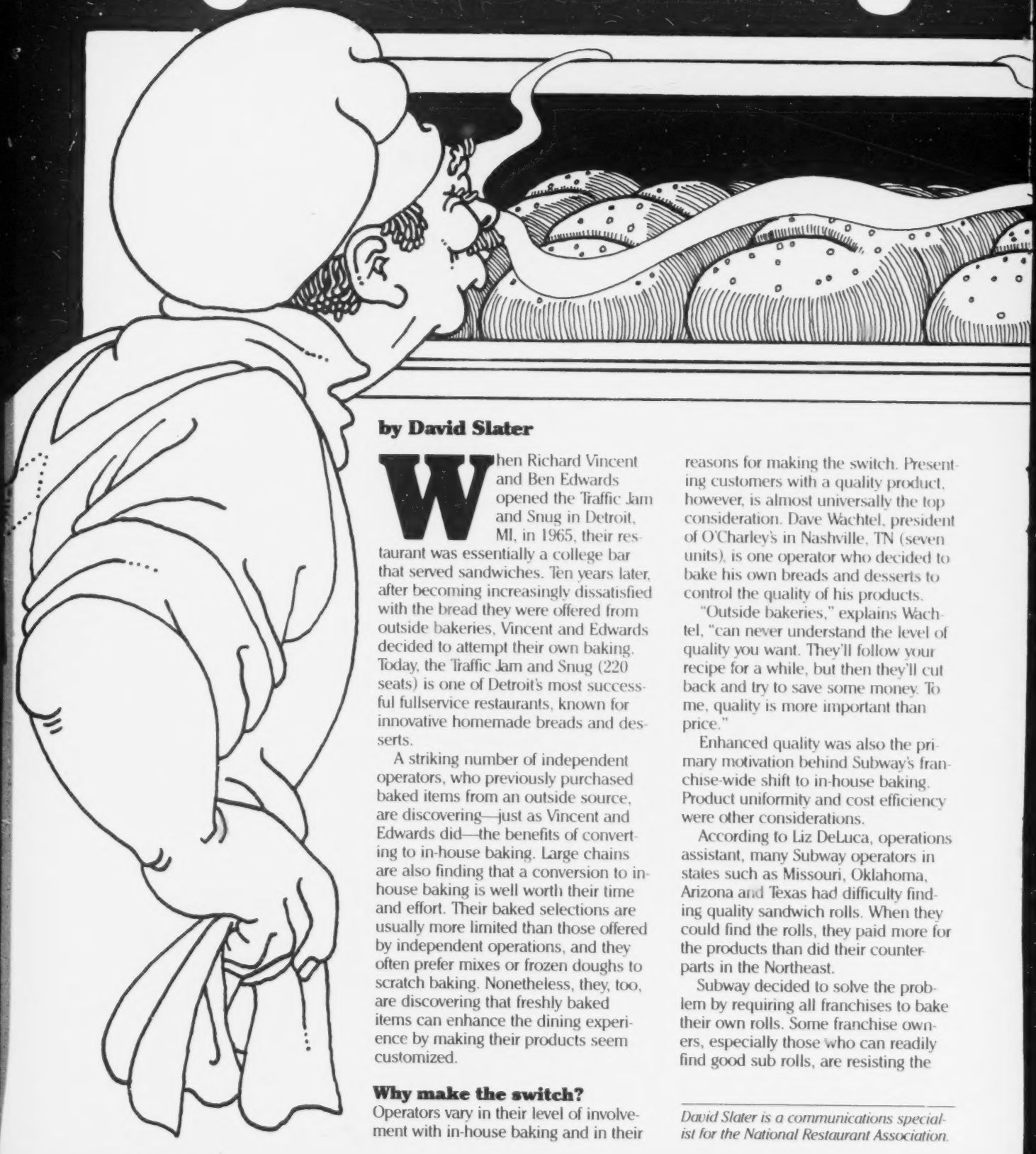
White Castle Systems, which has stuck to its basic hamburger menu since 1921, illustrates how foodservice operations can keep up with the times and still remain sensitive to history. Over the past several years, the company has been selling some of its older castles with the proviso that their exterior features—porcelain panels and crenelated battlements—be preserved. For example, in 1979, the company sold a 1927 vintage castle, with a preservation covenant running with the deed, to a real estate company to use for its offices. Just recently, under a similar arrangement, a 60-year-old unit in Minneapolis, MN, was restored and adapted for use as the headquarters of a public relations firm.

This technique of preserving the historic appearance of a structure while converting the interior for new purposes, called adaptive use, has been successfully employed to save hundreds of commercial buildings along the nation's back streets. White Castle has effectively demonstrated that 20th century historic hamburger palaces can be "adaptively used" as well.

McDonald's has taken the concept of historic preservation one step further. Probably the giant restaurant chains' greatest contribution to protecting heritage assets is located in a quiet suburb of Portland, OR. Here, McDonald's has built a new restaurant behind one of its early red-and-white stands and has turned the latter into a children's party center replete with an icon of Ronald McDonald.

Keeping a building as close to its original state as possible, as McDonald's has done in Portland, is probably the best and cheapest way for a company to preserve its historic properties. A good way for a company to begin is to take stock of its own heritage inventory. Then, before setting any drastic policies relating to changing its appearance, the company's prudent chief would do well to examine this list to see what treasures from the past may be dusted off and spruced up to help shape the company's future—all the time remembering that sage bit of George Burnsian humor, "If you live long enough, you're new again." ❑

In-House Baking B



by David Slater

When Richard Vincent and Ben Edwards opened the Traffic Jam and Snug in Detroit, MI, in 1965, their restaurant was essentially a college bar that served sandwiches. Ten years later, after becoming increasingly dissatisfied with the bread they were offered from outside bakeries, Vincent and Edwards decided to attempt their own baking. Today, the Traffic Jam and Snug (220 seats) is one of Detroit's most successful fullservice restaurants, known for innovative homemade breads and desserts.

A striking number of independent operators, who previously purchased baked items from an outside source, are discovering—just as Vincent and Edwards did—the benefits of converting to in-house baking. Large chains are also finding that a conversion to in-house baking is well worth their time and effort. Their baked selections are usually more limited than those offered by independent operations, and they often prefer mixes or frozen doughs to scratch baking. Nonetheless, they, too, are discovering that freshly baked items can enhance the dining experience by making their products seem customized.

Why make the switch?

Operators vary in their level of involvement with in-house baking and in their reasons for making the switch. Presenting customers with a quality product, however, is almost universally the top consideration. Dave Wachtel, president of O'Charley's in Nashville, TN (seven units), is one operator who decided to bake his own breads and desserts to control the quality of his products.

"Outside bakeries," explains Wachtel, "can never understand the level of quality you want. They'll follow your recipe for a while, but then they'll cut back and try to save some money. To me, quality is more important than price."

Enhanced quality was also the primary motivation behind Subway's franchise-wide shift to in-house baking. Product uniformity and cost efficiency were other considerations.

According to Liz DeLuca, operations assistant, many Subway operators in states such as Missouri, Oklahoma, Arizona and Texas had difficulty finding quality sandwich rolls. When they could find the rolls, they paid more for the products than did their counterparts in the Northeast.

Subway decided to solve the problem by requiring all franchises to bake their own rolls. Some franchise owners, especially those who can readily find good sub rolls, are resisting the

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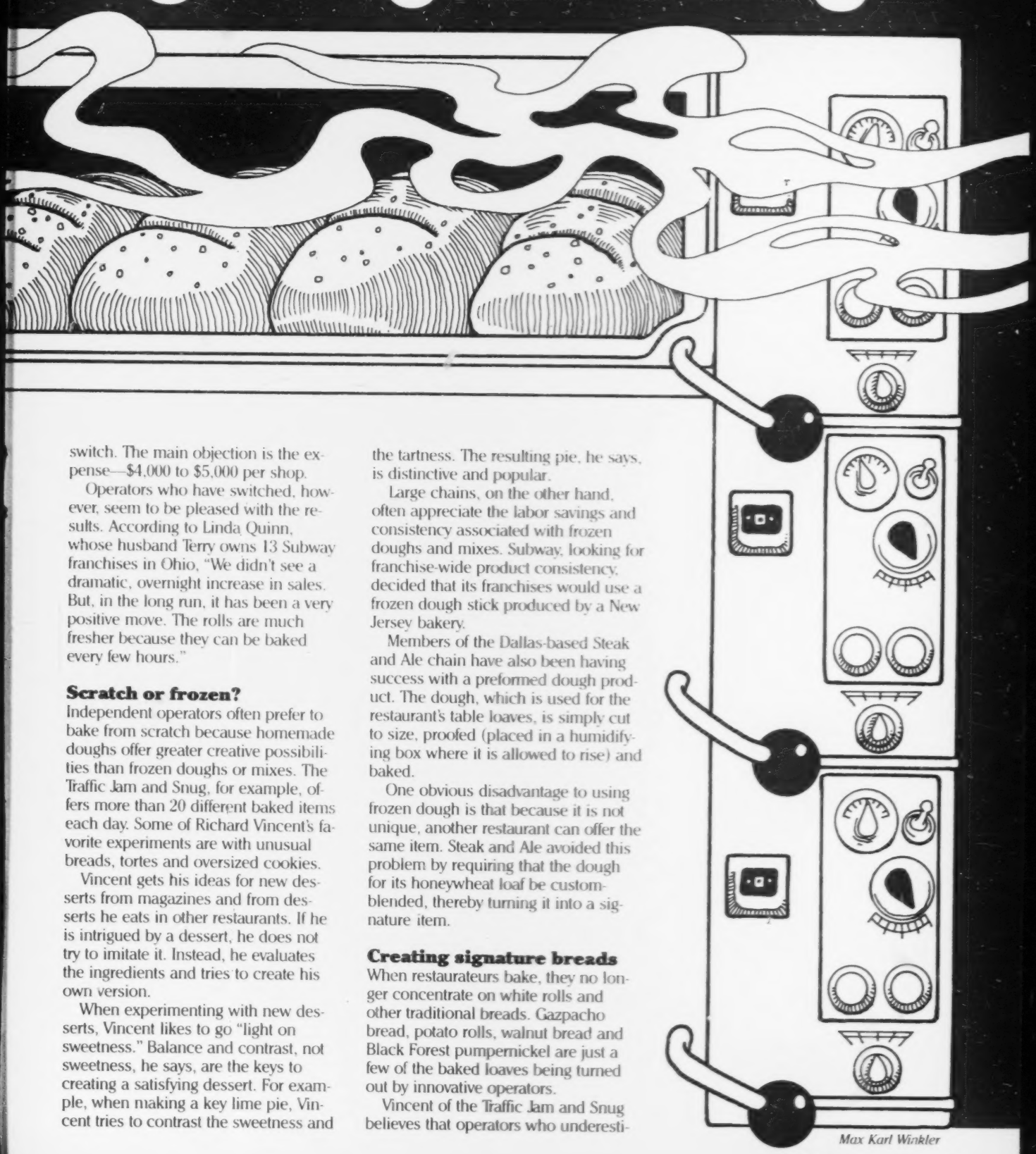
David Slater is a communications specialist for the National Restaurant Association.

rings In The Dough



switch. The main objection is the expense—$4,000 to $5,000 per shop.

Operators who have switched, however, seem to be pleased with the results. According to Linda Quinn, whose husband Terry owns 13 Subway franchises in Ohio, "We didn't see a dramatic, overnight increase in sales. But, in the long run, it has been a very positive move. The rolls are much fresher because they can be baked every few hours."

Scratch or frozen?

Independent operators often prefer to bake from scratch because homemade doughs offer greater creative possibilities than frozen doughs or mixes. The Traffic Jam and Snug, for example, offers more than 20 different baked items each day. Some of Richard Vincent's favorite experiments are with unusual breads, tortes and oversized cookies.

Vincent gets his ideas for new desserts from magazines and from desserts he eats in other restaurants. If he is intrigued by a dessert, he does not try to imitate it. Instead, he evaluates the ingredients and tries to create his own version.

When experimenting with new desserts, Vincent likes to go "light on sweetness." Balance and contrast, not sweetness, he says, are the keys to creating a satisfying dessert. For example, when making a key lime pie, Vincent tries to contrast the sweetness and the tartness. The resulting pie, he says, is distinctive and popular.

Large chains, on the other hand, often appreciate the labor savings and consistency associated with frozen doughs and mixes. Subway, looking for franchise-wide product consistency, decided that its franchises would use a frozen dough stick produced by a New Jersey bakery.

Members of the Dallas-based Steak and Ale chain have also been having success with a preformed dough product. The dough, which is used for the restaurant's table loaves, is simply cut to size, proofed (placed in a humidifying box where it is allowed to rise) and baked.

One obvious disadvantage to using frozen dough is that because it is not unique, another restaurant can offer the same item. Steak and Ale avoided this problem by requiring that the dough for its honeywheat loaf be custom-blended, thereby turning it into a signature item.

Creating signature breads

When restaurateurs bake, they no longer concentrate on white rolls and other traditional breads. Gazpacho bread, potato rolls, walnut bread and Black Forest pumpernickel are just a few of the baked loaves being turned out by innovative operators.

Vincent of the Traffic Jam and Snug believes that operators who underesti-

Max Karl Winkler

THE MAYFLOWER BANANA NUT BREAD

Yield: 14 loaves

Ingredients:

4 lbs. butter
8 lbs. 4 oz. granulated sugar
36 eggs
8 lbs. bananas
2 lbs. cake flour
4 lbs. bread flour
2 oz. baking soda
1 oz. salt
4 lbs. sour cream
2 lbs. chopped pecans
1 oz. vanilla

Method:

Mix sugar and butter together in a big bowl with a paddle. Add eggs slowly. Add bananas, vanilla and sour cream. Mix. Add remaining ingredients. Mix. Spray pans heavily with pan grease. Bake at 350°F for 35 minutes.

—The Mayflower Hotel

PEPPERONCINI CORN BREAD

Yield: 20 one-pound loaves

Ingredients:

8 oz. yeast
6 lbs. water
12 lbs. clear flour
1 lb. 12 oz. white rye flour
2 lbs. yellow corn meal
11 oz. nonfat milk powder
11 oz. granulated sugar
3 oz. salt
11 oz. vegetable oil
3 lbs. drained, stemmed and chopped pepperoncini peppers

Method:

Dissolve yeast with water in mixing bowl. Add remaining ingredients and mix on medium speed until smooth (4 to 6 minutes). Allow full rise. Punch down and scale dough into 18-ounce portions. Allow ¾ proof. Bake for 45 minutes at 350°F.

—The Traffic Jam and Snug

mate the importance of fresh bread are making a mistake. "The smallest detail in a restaurant," he says, "can be the most important. People notice if your bread is homemade."

Each day Vincent serves a different selection of breads chosen from the dozens in his book. Many begin with a sourdough starter base that he worked long and hard to perfect.

Some restaurants prefer to offer their house breads in breadbaskets that are brought to each table. When the renovated Mayflower Hotel in Washington, DC, checks its comment cards each week, it finds that a majority carry rave reviews about the new, complimentary breadbaskets. The baskets, served in the Promenade Cafe, contain fresh whole wheat rolls, sourdough rolls, pumpernickel rolls, banana nut bread, and snackbread.

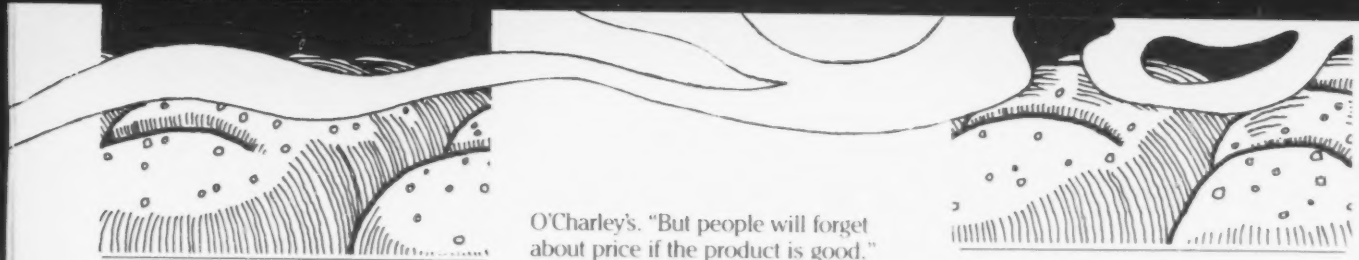
The White Horse Inn in Madison, WI, also brings a complimentary breadbasket to each table. Each basket includes the restaurant's signature French bread along with two or three selected sweet breads that are usually made by adding different fillings to a basic bread recipe. The flavors include pina colada, chocolate chip mint, strawberry, almond and blueberry lemon.

Making the switch

For independent operators, the move to in-house baking does not have to involve a large initial investment. When the owners of the Traffic Jam and Snug decided to bake their own bread, they had a minimum of equipment and knew nothing about baking. Vincent's partner, Ben Edwards, taught himself to bake from a book. "Then," says Vincent, "we figured if we could bake breads, we could bake desserts. We bought a used rotary oven and proofer, and that was the beginning of our evolution into a full-fledged restaurant."

Today, the Traffic Jam and Snug employs a chef and a baker as well as a baker's assistant two days a week. The obvious advantage to making their own baked goods led the owners to make their own cheeses and sausages, and soon they hope to brew their own beer.

Brian Bostian, kitchen manager of the White Horse Inn, says that the inn also made the transition to in-house baking easily. When the owners de-



"I'm proud of our dinner loaf, and when I tell customers that it's fresh out of the oven, they're really impressed. They seem to enjoy it more."

cided to bake their own breads a few years ago, the only equipment they needed to add was a proofbox. Instead of hiring additional staff, workers were retrained. When the breads became a popular signature item, however, the inn decided to add a bread waiter, who serves breadbaskets throughout the night and at Sunday brunch.

Showing off the product

Other restaurants recommend using a bread waiter to show off homemade baked goods. Ray Masters, general manager of Steak and Ale in Denver, says a tableside presentation of fresh bread is extremely effective. In fact, he likes to present the bread himself when he has the time. "I'm proud of our dinner loaf," he says, "and when I tell customers that it's fresh out of the oven, they're really impressed. They seem to enjoy it more."

To let their customers know that their sub rolls are baked in-house, Subway operators have positioned their ovens directly behind the counter, in view of the public. In addition to watching the loaves brown, the shop's customers enjoy the inviting aroma.

Customer reactions

Operators who have made the switch to in-house baking all agree that the move has given them a definite competitive edge. Harvey Torain, who has been baking on the premises at his Washington, DC, Subway shop since March 1985, says, "People definitely prefer the fresh baked rolls. A lot have said they stopped going to other shops because they like my rolls so much."

Wachtel, too, feels that baking his own desserts has given him a leg up on his Nashville competition. "Two dollars for a piece of pie is a lot in Nashville, TN," says the president of O'Charley's. "But people will forget about price if the product is good."

The Traffic Jam and Snug's creative desserts have proved to be an even greater success. Vincent says customers often telephone to check on the day's sweet offerings. In addition, the owners have been obliged to offer a "key lime hot-line"—three or four customers who are called each time their favorite pie is baked. Both Vincent and Wachtel have noticed that customers will skimp on their meals to save room for one of their desserts.

Bakeries as a profit center

Many restaurateurs who have switched to in-house baking agree that an in-house bakery is less likely to be a profit center than a point of distinction for a restaurant. Still, some operators have found that bakeries can provide the added bonus of lowered food costs.

Bill Schoenleb, director of research and development at Steak and Ale, finds the switch to in-house baking to be worth the expense in every way. "It's no secret that it gives you a better product," he says. "And we've also lowered our expenses." The cost of the restaurant's honeywheat loaf has dropped from around 20 cents per loaf to eight cents per loaf.

When Wachtel decided to make the switch, "Quality was my main consideration, not price." But despite O'Charley's minimal profit on its homemade desserts, "the bakery has paid for itself because the price of our bread has been lowered from 22 cents per loaf to eight cents per loaf," says Wachtel.

Creative in-house bakers can also lower food costs through the creative use of leftovers. At the White Horse Inn, leftover French bread is used for croutons, and fruit and nut breads are used for bread pudding.

At the Traffic Jam and Snug, breads are made from leftover desserts, and leftover breads are turned into one of the restaurant's most popular items, a catch-all Vincent calls his "kitchen sink bread pudding." Vincent serves his warm bread pudding a la mode, studded with chocolate chips and rum-soaked raisins.

Other ways to profit

Some restaurants make a profit from their baked goods by selling breads at an on-site retail counter. The recent success of bakery specialty shops, such as T.J. Cinnamons, Marie Callender's Pie Shops and La Petite Boulangerie, demonstrates that there is a growing market for take-out baked items.

"The bakery has paid for itself because the price of our bread has been lowered from 22 cents per loaf to eight cents per loaf."

The majority of fullservice operators who have made the switch to in-house baking, however, are simply too busy to promote a retail business. The Traffic Jam, for example, has a small retail bakery and does a bit of walk-in trade. But, like the others, Vincent says that he offers his retail goods primarily as a convenience to his customers.

The Chianti Restaurant in Los Angeles, CA, has found a novel way to make extra income from its bakery. It rents the bakery to private parties during off-hours.

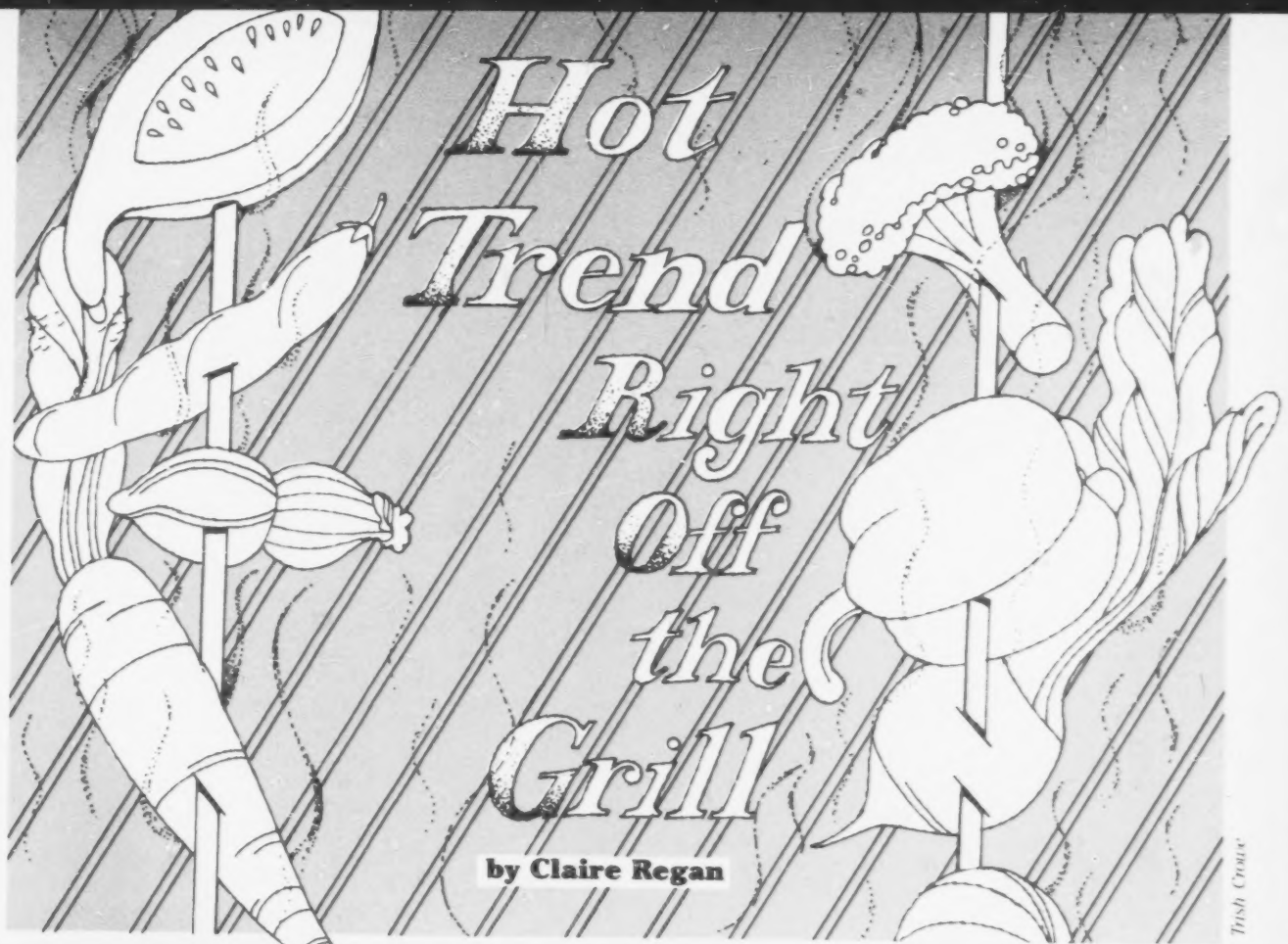
Three years ago, the elegant Chianti remodeled and created the Cuchina, an informal trattoria with an open kitchen. Chianti's original back kitchen was turned into a bakery where the restaurant's fresh breads, pastries and pastas could be prepared.

Today, the restaurant certainly gets its money's worth out of the bakery. At night, the bakery is used to bake rolls and breads, including *grissini*—popular, crispy breadsticks. In the morning, pastries and pastas are prepared. During off-hours, between five and 11 p.m., the space is made available to private parties.

The parties, which range in size from 10 to 20 people, dine at the 15-foot marble bakery table among bags of flour and polished chrome fixtures.

A point of distinction

In-house bakeries provide operators with a tremendous opportunity to create a point of distinction in their restaurant. As Brian Bostian of the White Horse Inn says, "I know the switch was worth it because every time I walk around, people ask me, 'Where's the bread waiter?'" ❑



Hot Trend Right Off the Grill

by Claire Regan

Trish Crane

"Why do I grill?" echoes Chicago restaurateur Michael Foley. "Because there's a demand for it." Foley's sentiment is shared by operators across the nation who feature grilled foods—foods cooked over an open flame. They claim to be busier now than ever before.

The results of the National Restaurant Association's 1986 study *Consumer Preferences for New Restaurant Concepts* bear out this claim. Interest in restaurants specializing in barbecue and mesquite grilling grew by nine and six percentage points, respectively, between 1985 and 1986.

Grilling is one of the oldest methods of cooking. Some chefs claim it is the simplicity and familiarity with the method that are so attractive to diners, while others feel it adds an excitement that other presentations lack. Whatever the reason for its attraction, most restaurant owners cannot argue with the advantages of grilling. In fact, chefs of the 1980s have added their own attractive innovations to grilled foods. Grilled menu selections go far beyond the steak and chicken of the 1950s. It is not surprising to see grilled foods featured as appetizers, side vegetables and even desserts.

The pros of grilling

Vince MacDonald, owner of Vincenzo, a 90-seat, Italian seafood restaurant in Washington, DC, highlights the pros of grilling. "There are no pans, the grills are easy to clean, people like it and it sells itself," he says. MacDonald also adds that since grilling is the major cooking method in Italian seafood restaurants, it adds authenticity to his operation.

Robert Del Grande, owner of Cafe Annie, an 80-seat, fine dining restaurant in Houston, TX, maintains that grilling is good training for chefs. More than 60 percent of his menu features grilled foods. "When oven roasting, the chef puts the meat in the oven and takes it out when it is done. Grilling is a visual process which forces the cook to be more in tune, to realize that a steak grills differently than a chicken or a squab. It is a good tool for learning what cooking is all about," he explains.

Grilling is also labor saving, points out Jasper White of Restaurant Jasper, an 80-seat, fine dining restaurant in Boston, MA. "It is labor efficient to the point that some of the southern Californian grills can produce 300 dinners with only three cooks." White doesn't hesitate to point out another advantage of grilling. "Grilled foods lend themselves to low-calorie treatment. They don't demand sauces and lots of extra oil. But," he adds, "they do raise some health concerns because of their possible association with cancer."

Although the evidence linking grilled foods with cancer is weak, nutritionists do recommend that grilled foods be eaten in moderation. Luise Light, nutritionist at the National Cancer Institute, recommends that care be taken when grilling. "Try not to scorch or char meat

Claire Regan, R.D., is research manager, nutritionist for the National Restaurant Association.

on the grill. Be cautious by cooking over a lower flame, further from the coals, or precooking and using the grill just to finish cooking," she says.

Not a comfortable technique

Another disadvantage is that grilling generates considerable heat. "It's hot as heck cooking over the grill, and it generally takes two to three days to acclimate. Plus, meat throws a lot of smoke while it is grilling, which adds to the discomfort," points out Vince MacDonald.

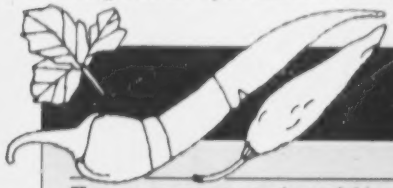
The cost of fuel, either wood or charcoal, can also be a disadvantage to grilling. Some operators spend up to $1,000 a month on charcoal, and in some regions the cost of wood skyrockets during the winter. Plus, certain areas of the country have very strict fire regulations which require elaborate ventilation or sprinkling systems when cooking over an open flame. "The regulations are governed by local fire codes," explains Robert Harrington, National Restaurant Association's assistant director of technical services. "So it's best to check with local fire and building departments for specifics." Harrington also recommends talking with an insurance agent before installing an open-flame grill, especially if it is going to be in the dining area.

For more than just meats

But these disadvantages are not enough to deter usage. In fact, the grilling trend is expanding. Robert Del Grande makes full use of the flame, which, he says, "stems from my days as a young camper when lighting the fire was the major daily trauma." He uses the initial blaze to sear peppers, to blister tomatoes for sauce and even to brown soup bones. As the flame reduces to hot coals, it is perfect for meat and fish. And when the fire is very low, he uses it for desserts, grilled appetizers and breads.

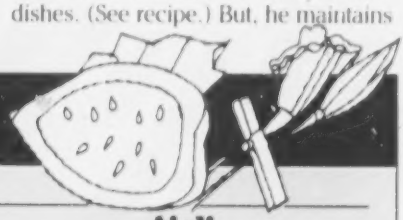
James Mills, chef at The American Rotisserie, a 120-seat, fine dining operation in St. Louis, Missouri's Omni International Hotel, also uses grilling on several parts of his menu. He points out that his best appetizers are grilled. One favorite is the *American Sampler*. "It's grilled lamb sausage arranged on a plate with three ears of grilled baby corn and California goat cheese, wrapped in a blanched lettuce leaf and grilled," he explains. "We serve it with extra virgin olive oil and sauteed pistachio nuts."

Vegetables also lend themselves especially well to grilling. Jeremiah Tower, chef and co-owner of Santa Fe Bar & Grill (Berkeley, CA; 130 seats) and Stars (San Francisco, CA; 150 seats), has perfected the technique and has won national acclaim for many of his dishes. (See recipe.) But, he maintains



GRILLED VEGETABLE SALAD WITH TEXAS HAM

Serves 4



There are as many versions of this vegetable dish as there are vegetables—or almost as many, since I would never grill members of the cabbage family such as broccoli or cauliflower. But peppers, squash, endive, onions and root vegetables take on a new dimension when they are cooked, marinated in olive oil and herbs and lightly grilled. They are best lukewarm or at room temperature, and they should not be refrigerated after they are grilled or they lose the light smoky flavor. If you do not have Texas ham, use prosciutto or any country ham.

Ingredients:

4 small zucchini, cut lengthwise into quarters
4 small summer squash, cut lengthwise into quarters
4 small scallopini squash, halved
8 scallions, trimmed
4 Japanese eggplants
4 red bell peppers
4 yellow bell peppers
½ cup olive oil
salt and freshly ground pepper
2 Tbs. fresh thyme or marjoram leaves, finely chopped
½ lb. Texas ham, very thinly sliced
1 cup aioli (See accompanying recipe.)

Method:

Cook the squash in salted, boiling water for 5 minutes. Remove and plunge them into ice water for 2 minutes to stop the cooking. Drain them well. Do the same with the scallions, cooking them for only 2 minutes.

Heat the oven to 350°F.

Rub the eggplants and peppers with a little olive oil. Season and put them in a roasting pan. Bake covered until tender, about 20 minutes. Remove from the oven and take out the eggplants, leaving the peppers covered in the pan to cool down. When the eggplants are cool, remove the stem ends and cut each one lengthwise into quarters.

Uncover the peppers and peel, discarding all seeds and stems. Cut them into quarters. Mix the remaining olive oil and the thyme together. Put all the vegetables together and pour the mixture over. Toss very gently and marinate for one hour.

Start a charcoal fire.

Season the vegetables and grill them over a moderate fire for 5 to 10 minutes. Place the ham on plates and put the vegetables on the ham. Drizzle some of the aioli over the vegetables and serve the rest separately.

Aioli

Makes 2½ cups

Ingredients:

4 cloves garlic, peeled
2 egg yolks
¼ cup fresh white bread crumbs
½ tspn. salt
4 Tbs. fish or chicken stock, depending on final use
2 cups olive oil

Method:

Work the garlic, egg yolks, bread crumbs, salt and a little stock in a mortar or food processor to a paste. When the paste is smooth, start adding the oil slowly, working it all the time. Add as much oil as it will take without breaking; then, add stock to thin it to the right consistency.

*—Jeremiah Tower**
New American Classics

**In his new, illustrated cookbook* New American Classics *(1986, Harper & Row), Jeremiah Tower features nearly two dozen recipes for grilling from "Grilled Goat Cheese in Leaves" to "Mushroom Caps with Bone Marrow." He also includes purees, chutneys, relishes and sauces as well as foods for every course.*

that the method is quite straightforward. "I simply blanch the vegetables, pat them with olive oil and chopped fresh herbs and put them on the grill for a second. Their color and freshness appeal to people; they're a big success." Tower says that among his popular luncheon dishes is the combination of grilled eggplant, zucchini and roasted, peeled peppers served with a sauce of ancho chile paste and mayonnaise.

Flavor enhancers

Although many grilled items do not require a sauce accompaniment, simple sauces often add the finishing touch to a grilled meat or fish. Robert Del Grande warns about inappropriate use of sauces. "Cream sauces don't go well with grilled foods, they taste bitter because of the charring. You have to be concerned about marrying the technique (grilling) with the flavor of the sauce." Del Grande recommends aromatic butters; thickened, emulsified butters; relishes and salsas as ideal finishes for grilled meats, fish and poultry.

Other operators focus on the source of fuel as a flavor enhancer. Wood, charcoal and gas are the most common sources, but different types of woods are most often used to achieve subtle variances in flavors.

When Mustards Grill, an 85-seat restaurant in Napa, CA, opened in 1983, it used mesquite wood for its grill—then a much touted choice. Soon it switched to a combination of grapevine cuttings and white oak and apple woods. "Mesquite wood is forgiving because it sears, but it's hard to control," says Kevin Cronin, partner and general manager. "I have more control over other woods. They're more flexible and less expensive than mesquite, and they're flavorful."

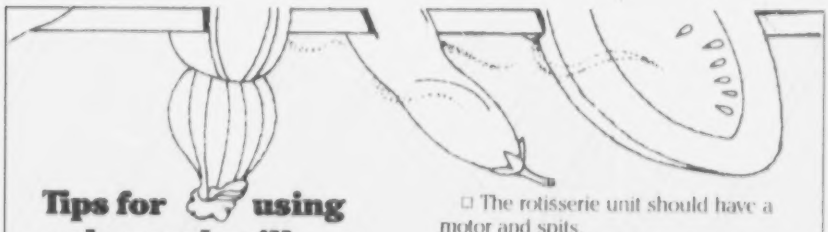
Cronin maintains, however, that smoking in combination with grilling is the key to his flavorful product. "I'll marinate a meat for 24 hours, smoke it and grill to finish it off. That's the key," Cronin boasts. Although few operators do their own smoking, Cronin does his on the premises, usually beginning by 6:30 in the morning. "My hot smoker doubles as a wood stove, and it adds a distinct flavor, while partially cooking the food. But, I am also building a cold smoker which is better for fish; it reduces the dryness and flakiness caused by the hot smoker," Cronin explains.

Rick Wilson, chef and co-owner of Albert's Exceptional Dining (130 seats; Columbia, TN), prefers charcoal grilling. He uses a briquet produced by the Jack Daniels's distillery located in neighboring Lynchburg, TN. "I've tested Jack Daniels's charcoal during my catering events, and they're excellent. The briquets, which contain chips from the barrels used to distill whiskey, add a unique dimension," Wilson relates.

Also gaining popularity is the addition of aromatic leaves and branches to the coals. "This method has been well received for the subtle flavor it produces," says Michael Foley. "But, it can be expensive. The longevity of dried fennel or rosemary branches is short, only minutes. I normally reserve it for whole, roasted items, like lamb legs or, I stud fish flesh with it."

Grilling: another station in the kitchen

"Grilling is becoming integrated into the American style of cooking," concludes Foley. "In the beginning, there were restaurants built around the concept. Grilling will continue to be important, especially in volume operations. I see it ending up as another station in the kitchen, rather than the only station." ❑



Tips for using a charcoal grill

Superb grilled food begins with the use of good equipment. When contemplating adding a grill to your food operation, be sure that you are aware of the problems it may present, and that you have selected a grill with features that best suit the needs of your operation.

Features to consider

□ The firebox walls and hearth should be lined with firebrick (similar to a fireplace) and insulated.

□ The grate must be heavy enough to withstand the heat without melting or warping and should be removable for access to the ash pit.

□ The grill should have adjustable, sectional grates for different products; a narrowly spaced grill is available for fish.

□ The grill should have hard-chrome plating to decrease sticking.

□ The ventilation system should have a delay shutoff timer to allow two hours cool-down after the broiler is shut down for the night. This may be a code requirement.

□ The ash drawer should be removable and have a dump hole from the ash pit.

□ The rotisserie unit should have a motor and spits.

The grill should have a closure hood for "smoking;" particularly applicable for broiling beef.

Limitations to keep in mind

The charcoal grill process does require some special handling.

□ **Ash disposal.** At the end of the day, the live ashes must be disposed of in a fireproof container or drowned thoroughly. Many dumpsters and even some kitchens have been damaged due to carelessness.

□ **Ventilation.** Live coals give off floating ash which clogs filters and combines with grease to cake in hoods and ducts. A cold-water mist, hot-water wash or grease extractor is the best ventilator for this application. Some codes may require a separate ventilation system.

□ **Fire protection.** A dry chemical surface fire extinguishing system is *not* adequate. Wet chemical or water fog systems are the only reasonable choices.

□ **Staff training.** With the intense heat imparted by hardwoods, such as mesquite, cooking times and methods need to be adjusted as the staff learns to control the 1500°F grill.

—Food Design Workshop Newsletter

Association presidents promote "Ours Is a Special World"

National Restaurant Association President G. "Jim" Hasslocher and Past Presidents Walter Conti (chairman, Gold and Silver Plate Society), John Dankos (chairman, National Restaurant Association/American Culinary Federation U.S. Culinary Team Foundation) and Thad Eure, Jr. (president, National Institute for the Foodservice Industry) have joined forces with the heads of 11 other trade associations to launch a nationwide employee promotion entitled "America's Hospitality Industry—Ours Is a Special World."

The program celebrates the hospitality industry employee. "By building pride among our employees, we brighten the prospect of employment in our industry for potential employees," Hasslocher said.

"Ours Is a Special World" previewed at an October 17 press conference at New York City's Waldorf-Astoria Hotel. In attendance were 80 members of the trade and consumer media, key industry officials and Thomas E. Hill, regional administrator of the U.S. Department of Labor's (DOL's) Employment and Training Administration.

Described as the largest effort ever undertaken by the service segment of the economy, "Ours Is a Special World" extends to 68,000 businesses nationwide. The program, which enhances the image of hospitality industry personnel, will be introduced in hotels, restaurants and allied supplier companies this fall.

Commenting on the hospitality industry's latest effort, DOL's Hill said, "This is a unique effort by the hospitality industry as a whole, and we in the Department of Labor applaud it and wish it every success. . . . Its accomplishments could very well serve as a model for future efforts by other industries to address their labor shortage problems."

For a list of sponsors, see page 8.

From left to right, Association Past President Thad Eure, Jr., current president of the National Institute for the Foodservice Industry; Hank Cockerill, Cockerill and Associates; Association President G. "Jim" Hasslocher and Richard Hauer, executive director of NIFI, help launch "America's Hospitality Industry—Ours Is a Special World."

STATEMENT OF OWNERSHIP, MANAGEMENT AND CIRCULATION

(Required by 39 U.S.C. 3685)

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PS Form 3526, Apr 1982 (See instruction on reverse)

Videotaped "Perspectives" carry association's view to the consumers

The National Restaurant Association is producing a series of 90-second "Perspectives," videotaped messages on key foodservice issues. They air on "Nation's Business Today," the live, two-hour, daily newscast of the Chamber of Commerce networked on ESPN to 800,000 people each morning.

"Perspectives" feature the association's president, G. "Jim" Hasslocher (Frontier Enterprises, San Antonio, TX), and other elected association officers speaking out on topics ranging from product and service liability to fast food labeling.

The most recent "Perspective" featured Vice President Michael J. Grisanti (Grisanti, Inc., Louisville, KY) on drunk driving. Reporting on the findings of a national drunk driving conference, which demonstrated that 50 to 75 percent of all drunk drivers are problem drinkers or alcoholics, Grisanti said, "There is no simple answer to drunk driving. Our legislatures have passed a lot of quick-fix laws during the past few years, but they have not resolved the problem. You can't stop problem drinkers by making alcoholic beverages less accessible or more expensive. . . . Alcoholism is a disease. We need more funding for the development of proper treatment and proper treatment facilities if we are ever to reduce the incidence of drunk driving."

—Dorothy Dee

Fisher's Law #77

"Principles" for using a consultant

On occasion, organizations encounter a problem, follow an established pattern or procedure that is inappropriate or develop organizational myopia or glaucoma. But there are professionals who can help to make things right—consultants. Over the years, I have used different types of consultants and, possibly, have learned a thing or two as a result, as the following "principles" demonstrate.

1. Make sure the consultant comes from more than 50 miles away. This increases the consultant's credibility and perceived stature because people can think, "Gee, the consultant must be pretty good if the company brought him/her all the way from _____." If you were to hire a consultant who is located three blocks away, the aura would be missing. People would think the consultant was not very good if his/her office was located in the same neighborhood.

2. Hire a consultant who has no familiarity with your business or industry since such prior experience could give the consultant the same myopic or glaucomic condition from which your company suffers. By finding a consultant who is untainted and unbridled with knowledge of your business or industry, you can get a fresh perspective.

3. Never tell your subordinates that you have engaged a consultant, the reasons for the engagement, the time frame, the expected benefits, the need for cooperation and so forth. There is also no need to introduce the consultant to anyone in the organization because that would remove the mystery surrounding the person(s) and diminish the consultant's effectiveness.

4. Never commit to writing the terms of your relationship with the consultant since it is impossible to cover everything in a written document. Further, never commit to writing your perception of the problem. Above all, don't require a time and reporting schedule, written progress reports, a final report and so forth. Do it all verbally, even the tables, charts and graphs. That way, months or years after the consultant has left, no one can say, "Let's go back and check the consultant's report." You don't want your people mired in the past anyway.

5. Remember that hiring a consultant is a quick and easy way of appeasing your boss and/or the board of directors. Such higher authority will then think, "We've got some experts looking at it." If it is at all possible, hire one of the board members as the consultant. That flatters the board member, and you can establish a closer relationship with him/her. Don't worry about a conflict of interest or the difficulties inherent in a dual role of board member/engaged professional since you probably will not do what the consultant recommends anyway.

6. When the consultant arrives, describe all the personalities, political alignments, internal conflicts and intrigues that exist in the organization. Do not provide any other information, resources, support or assistance. After all, if the consultant is good, he/she will find a way to get started and get rolling.

7. Realize that the foremost reason why you have engaged a consultant is because it is the fashionable thing to do. Never mind about such mundane things as profit building; revenue enhancement; expense control; product, services or management development and the like. Your regular work force should be attending to those things. Since fashionability is your primary reason for hiring a consultant, let it be known in all the circles in which you travel that you have one in your stable. Such comments as, "My consultant says . . ." or "I was talking to our consultant just the other day about that" can be dropped at the club, on the golf course, at industry meetings and so forth.

8. The second most important reason for engaging a consultant is to temper the conceit of your employees. By bringing in an outsider, you show your employees that they do not know it all, that they are dispensable and that the task at hand is really a part-time situation. That ought to keep your employees in their place.

9. You must acknowledge that all consultants do quality work. Your consultant will insist on giving you written material, resistant though you may be. Understand that it will all be original work. Consultants never take "boiler plate" information out of other material they have completed in the past and pile it into the report they give to you. As for the report itself, the wide margins and the double or triple-spaced type add bulk to the report; and, if you were to display it to others (but not let them read it), the massive-looking document can really be intimidatingly impressive.

10. When it comes to compensating a consultant, do it slowly. Never set a "not-to-exceed" limit before the engagement commences since the consultant may discover more and more things that need to be addressed once that work has begun. Don't establish flat fees, hourly rates, percentage of savings arrangements, contingency fees, retainers, per diem allowances or anything of the sort. The consultant's invoice will give you insight into his or her creativity and imagination.

11. Never, under any circumstances, implement the consultant's recommendations since consultants are human and, therefore, fallible. To be sure that the first consultant did not lead you down the wrong path, engage a second consultant immediately to verify the work of the first. When the second consultant disagrees with the first, you can then hire a third, and so on. You are really fashionable then.

12. When the day of the final review arrives and you meet with the consultant, do not discuss the consultant's assignment. Instead, ask the consultant if he/she feels there are additional assignments that could be undertaken, and then discuss what those might be. Of course, the consultant will probably be reluctant to suggest that there are other things that he/she could do. Consultants are naturally reticent, and you may have to "pull out" those specific matters.

Fisher's Law #77. If you follow these 12 principles, you will be consulting with consultants constantly.

CREST Focus

The dinner market is changing

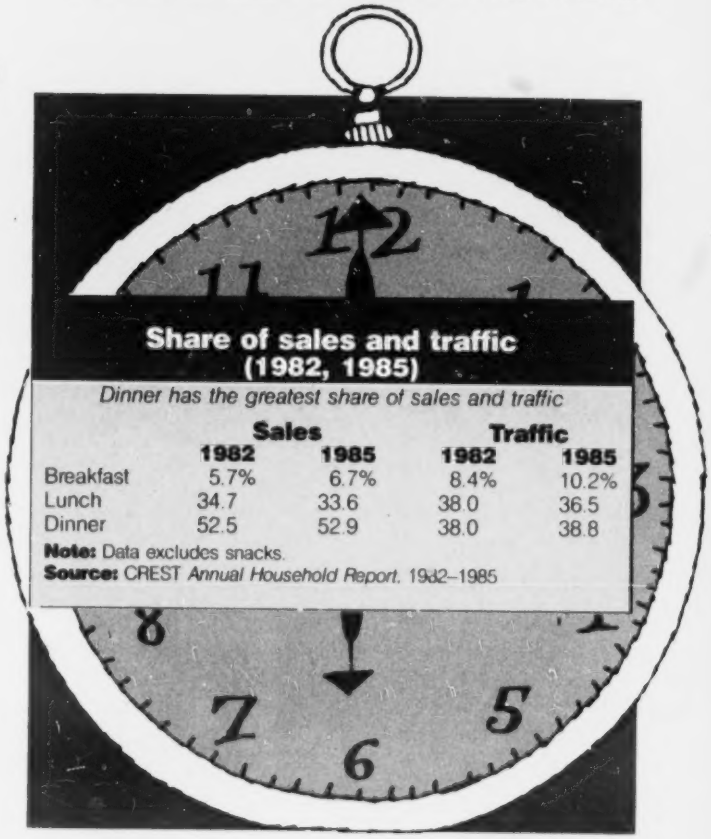
This CREST focus article takes a close look at restaurant activity during the evening meal period.

More and more consumers are deciding to let restaurants do the cooking for the evening meal. Data from CREST's *Annual Household Report* show sales at dinner advanced 17.9 percent between 1982 and 1985, and customer counts climbed 10.2 percent. As the accompanying tables illustrate, however, these gains have not matched breakfast's growth spurt during the same time frame, although they have surpassed lunch performance. Nonetheless, dinner was responsible for more than one-half of CREST sales dollars in 1985 and the largest proportion (38.8 percent) of traffic. Furthermore, dinner's share of both sales and traffic has edged up slightly since 1982. Breakfast is also accounting for increasing shares of traffic and sales, but lunch is losing ground.

Take out and home delivery soar

Although on-premises dining retains the largest share of dinner sales and traffic, virtually all of the growth in dinner traffic from 1982 to 1985 came from off-premises business. Take-out and delivery traffic at dinner more than doubled since 1982, and it increased its share of the market to 41.0 percent from 29.3 percent. At the same time, customer counts for on-premises dining fell 8.0 percent. As a result, off-premises dining now accounts for more than one-fourth of sales (versus 16.0 percent in 1982).

This shift toward more off-premises dining suggests consumers no longer perceive commercially prepared dinners as a discretionary purchase. The time constraints faced by many dual-career couples and families have increased the need for convenience. These busy adults have little time for home cooking as they juggle the many demands of their careers and home life. Delivered and take-out foods offer an excellent option. Moreover, home entertainment equipment, such as videocassette recorders (VCRs), has made home a relaxing, entertaining environment and, thus, has spurred sales of take-out and home-delivered dinner foods (see ***Restaurants USA***, September 1986).



Share of sales and traffic (1982, 1985)

Dinner has the greatest share of sales and traffic

	Sales		Traffic	
	1982	1985	1982	1985
Breakfast	5.7%	6.7%	8.4%	10.2%
Lunch	34.7	33.6	38.0	36.5
Dinner	52.5	52.9	38.0	38.8

Note: Data excludes snacks.
Source: CREST *Annual Household Report*, 1982–1985

Frequent users of take out

Tapping into the take-out, home-delivery dinner market requires an understanding of who are the most likely users of these dining options. A National Restaurant Association study, *The Take-Out Market*, provides the following profile of frequent users of take out:

Between 1982 and 1985, dinner sales at quickservice restaurants jumped 33.8 percent, and customer counts advanced 16.8 percent.

□ **Eighteen to 34 year olds.** Young adults and baby boomers enjoy the convenience of take-out dinners. Slightly more than 60 percent of the 18 to 24 year olds said they purchased a take-out evening meal two or more times a month as did 55 percent of the 25 to 34-year-old group.

□ **Single households and families with children.** About half of the singles in the study reported purchasing take-out foods

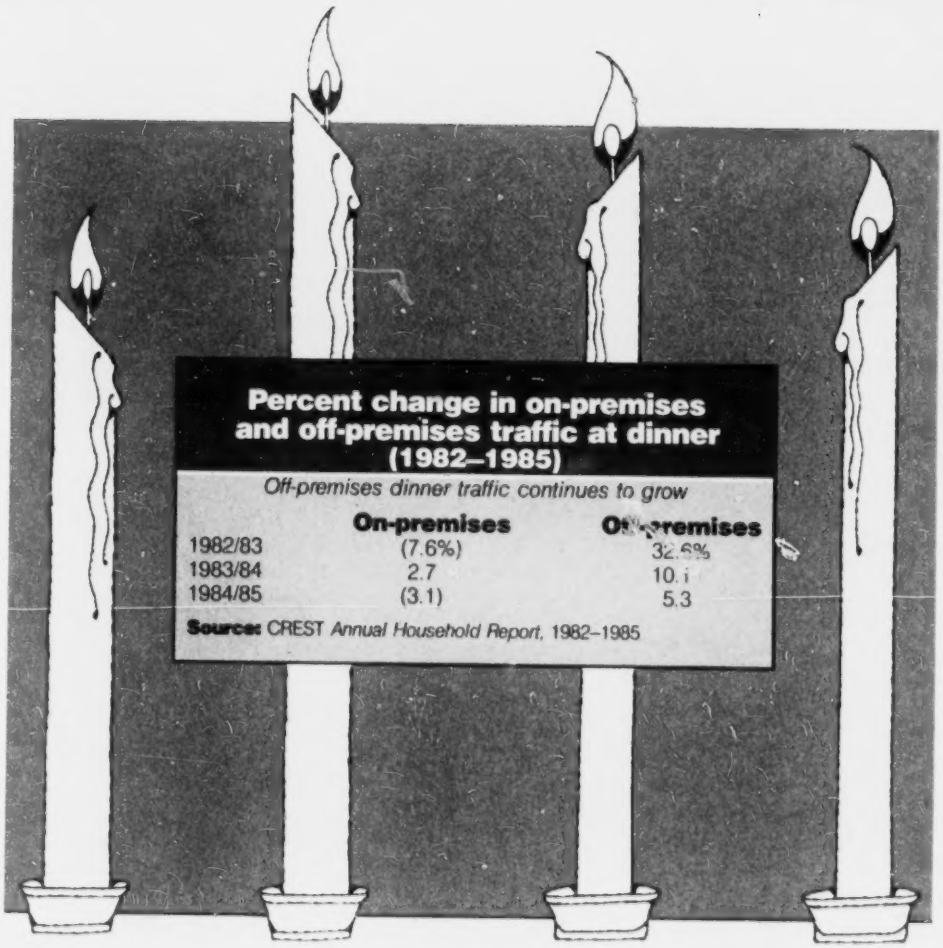
Percent change in traffic and sales at the three meal periods (1982 to 1985)

The greatest change in traffic and sales has occurred at breakfast

	1982/83		1983/84		1984/85	
	Traffic	Sales	Traffic	Sales	Traffic	Sales
Breakfast	9.7%	13.4%	10.7%	13.3%	7.9%	7.6%
Lunch	0.8	3.9	3.6	7.7	(0.7)	1.4
Dinner	4.2	5.9	5.6	8.1	0.1	3.0

Note: Data excludes snacks.
Source: CREST *Annual Household Report*, 1982–1985

Virtually all growth in dinner traffic from 1982 to 1985 came from off-premises business.



Percent change in on-premises and off-premises traffic at dinner (1982–1985)

Off-premises dinner traffic continues to grow

	On-premises	Off-premises
1982/83	(7.6%)	32.8%
1983/84	2.7	10.1
1984/85	(3.1)	5.3

Source: CREST *Annual Household Report*, 1982–1985

for dinner two or more times a month. Of the families with children under age 18, 46 percent said they purchased take-out dinners. Of those with older children, about one-half were so inclined.

□ **Households where female head is employed full time.** More than 50 percent of households where the wife or mother was working full time reported purchasing take-out food and beverages for dinner at least two times a month.

□ **Households with incomes of $35,000 or more.** More than one-half of upper-income households reported purchasing take-out foods two or more times a month.

The popularity of take out and home delivery has not gone unnoticed by restaurateurs. Drive-thru windows, mobile units and expanded menus are some of the ways the industry has reacted to consumers' demand for convenience. Clearly, take out and home delivery are waves of the future because the demographic changes that have spurred their growth are expected to continue for years to come.

Who are the most frequent dinner patrons?

Eating dinner out is popular with consumers from many different demographic segments. Of the adults surveyed for the National Restaurant Association's *Meal Consumption Behavior* study, nearly one-half (49 percent) indicated they ate dinner out at least once a week. Although 20 percent reported eating dinner away from home once a week, 14 percent ate two dinners away from home, and 19 percent ate three or more dinners away from home each week.

The age segment with the highest proportion of very frequent dinner patrons is the 18 to 24-year-old group—nearly 10 percent indicated they let restaurants do the cooking at dinner five to seven times per week.

Baby boomers—adults between the ages of 25 and 44—also enjoy eating dinner out. Of the adults in this age group, nearly four in 10 said they ate the evening meal out one to two times per week. Another 10 percent indicated they ate a commercially prepared dinner three to four times per week.

Thirty-six percent of those surveyed between the ages of 45 and 54 said they ate dinner from a restaurant once or twice per week, and nearly 11 percent said they did so three to four times.

Singles and families with children under 18 also dine out often in the evening. Nearly 30 percent of the single adults in the Association's *Meal Consumption Behavior* study said they ate dinner out one to two times a week. In addition, nine percent said they chose a commercially prepared dinner five to seven times a week.

At least 35 percent of the respondents from families with the youngest child under 18 years of age said they ate dinner away from home once or twice a week. Eleven percent of those with the youngest child between 13 and 15 years of age let restaurants do the cooking three to four times a week.

Not surprisingly, upper-income households opt for a commercially prepared dinner more often than do those with lower incomes. Sixteen percent of the respondents with incomes of $50,000 or more said they ate dinner out three to four times a week. In contrast, eight percent or fewer of those with incomes below $20,000 ate dinner out three

to four times in a seven-day period.

The employment status of the female household member also affects the frequency of eating commercially prepared dinners. Four in 10 of the respondents from a household where the female is employed said they ate dinner out once or twice a week versus three in 10 of those where the female is not employed.

Quickservice dominates dinner market

Quickservice restaurants are gobbling up the dinner market. Between 1982 and 1985, dinner sales at quickservice restaurants jumped 33.8 percent, and customer counts advanced 16.8 percent. Furthermore, the quickservice segment has been capturing an increasing share of dinner sales and traffic, 39.2 percent in 1985 versus 34.5 percent in 1982. Nearly 60 percent of all dinner customers patronized quickservice establishments in 1985, up from 57.8 percent in 1982.

When a quick dinner out is on the agenda, consumers patronize pizza and hamburger restaurants most often. Since 1982, dinner sales at quickservice pizza places have doubled, and traffic is up nearly 40 percent. Dinner at hamburger establishments is growing at a slower pace than at pizza restaurants. Sales increased just 17.5 percent since 1982, and traffic was up 3.2 percent.

Although they account for a relatively small share of the dinner market, Mexican and Asian quickservice restaurants have made impressive gains in recent years. Dinner sales at Asian establishments have risen about 80 percent since 1982, and customer counts have jumped more than 60 percent. Mexican quickservice restaurants experienced nearly an 80 percent increase in dinner sales, and traffic at dinner has increased twofold since 1982.

Midscale restaurants have been losing ground at dinner. In spite of a 5 percent increase in sales, this segment's share of dinner sales fell between 1982 and 1985. In fact, the increase in dinner sales can probably be attributed to rising menu prices rather than more dinner business since customer counts at midscale restaurants declined slightly during that period. Restaurants particularly hard hit have been those in retail stores. They have seen traffic cut by nearly 31 percent. In addition, midscale hotel restaurants, cafeterias and Mexican places have all experienced drops in customer counts.

Midscale restaurants have been losing ground at dinner.

Even varied menu midscale restaurants, which captured the largest share of dinner sales and traffic in this segment, had virtually unchanged customer counts over the past four years.

In spite of the cloud which seems to hang over this segment, some midscale restaurants have been performing well. For instance, Asian midscale restaurants have enjoyed higher sales and traffic during the dinner hour.

Upscale restaurants have fared better than midscale establishments during dinner, but have not matched the gains made by their quickservice counterparts. Dinner sales at upscale restaurants advanced 13.8 percent between 1982 and 1985,

Frequency of consuming commercially prepared dinners

Singles are the most frequent dinner patrons

Age	One to two times a week	Three to four times a week	Five to seven times a week
18 to 24 years	28.0%	12.8%	9.7%
25 to 34 years	38.0	11.4	5.8
35 to 44 years	40.3	10.5	5.9
45 to 54 years	36.8	10.9	6.1
55 to 64 years	31.0	9.5	5.8
65 years old and over	20.8	7.0	3.5
Household composition			
Single	28.8%	13.7%	8.9%
Two-member couples	32.0	11.1	5.3
Family with youngest child under 6 years of age	36.5	5.6	3.4
Family with youngest child 6 to 12 years of age	38.1	7.3	3.5
Family with youngest child 13 to 17 years of age	36.3	10.9	6.6
Family with youngest child 18 years old or over	30.8	9.4	6.2
Income			
Under $10,000	19.2%	6.2%	4.6%
$10,000 to $14,999	27.4	6.3	4.5
$15,000 to $19,999	33.1	8.0	6.1
$20,000 to $24,999	36.8	9.3	4.9
$25,000 to $34,999	36.9	9.4	4.7
$35,000 to $49,999	42.0	11.6	6.7
$50,000 and over	38.8	16.1	6.9
Female employment			
Employed full or part time	37.0%	10.8%	5.9%
Not employed	30.4	7.1	4.0

Source: *Meal Consumption Behavior*, National Restaurant Association, July 1985

Dinner patrons are showing a strong preference for ethnic foods and high intensity flavors.

and traffic rose 8.5 percent. However, their share of the dinner market dropped.

Ethnic and specialty upscale restaurants have been doing extremely well in recent years, reflecting increased consumer interest in ethnic and regional cuisines, especially those with hot and spicy foods. Consequently, barbecue and Mexican upscale restaurants have become big attractions. Traffic at barbecue restaurants rose a dramatic 80 percent between 1982 and 1985, and customer counts at restaurants featuring Mexican fare climbed more than 40 percent.

Overall, dinner patrons are showing a strong preference for ethnic foods and high-intensity flavors. In the quick-service, midscale and upscale sectors, dinner sales at specialty or ethnic restaurants have increased substantially. Restaurants featuring Asian cuisine have performed particularly well at all price levels.

Most popular foods at dinner

Reflecting the popularity of quickservice restaurants, sandwiches are the biggest sellers at dinner. They were ordered on three of every 10 occasions in 1985, according to CREST *Household Report* data. Hamburgers and cheeseburgers were the number one choice, accounting for 19 percent of dinner orders. Other favorites at the evening meal were sidedish salads and french fries.

Pizza and chicken are vying for the top position at dinner. Pizza was chosen for dinner on nearly one out of five occasions in 1985, reflecting a 37 percent increase over 1982. Home delivery of pizza has come on strong in recent years, no doubt contributing to the gains.

Operators have expanded the number of poultry items on their menus. Overall, poultry orders advanced 17.1 percent

Characteristics of the dinner occasion

Here is some additional information about dinner sales, based on CREST's *Annual Household Report* 1985 data:

□ **Weekends** are the most popular days for eating dinner out; Mondays are the least. Consumers abandoned home cooking on Fridays most frequently; 22.0 percent of all dinner occasions occurred on the last day of the work week. Saturdays were not far behind, capturing 20.9 percent of all occasions. In contrast, just 9.1 percent of all dinner occasions occurred on Mondays.

□ **The average per person check size** at dinner was $4.65, up from $4.34 in 1982.

□ **The average party size** is 2.16 persons. Parties of adults only are most common. On seven out of 10 occasions, no children are present. However, families should not be ignored; about 22 percent of all dinner occasions involved adults with at least one child—more than at other meals.

□ **Prior activity.** The majority of dinner customers—47.5 percent—were at home prior to entering the restaurant. Work was the second most common prior activity—13.6 percent of all dinner occasions occurred after work.

Share of dinner sales and traffic by restaurant type (1985)

Quickservice is the front-runner for share of dinner sales and traffic

	Sales	Traffic
Quickservice	39.2%	60.8%
Midscale	30:1	25.7
Upscale	30.7	13.5

Source: CREST *Annual Household Report*, 1985

Popular dinner foods and beverages 1985

Sandwiches still top the list for dinner choices

Menu item	Proportion of occasions
Sandwiches	31.6%
hamburgers/cheeseburgers	19.0
Soft drinks	29.4
French fries	26.7
Side-dish salads	21.6
Pizza	18.9
Poultry	13.6
Coffee	13.0
Breads	12.2
Fish/seafood	10.0
Tea	9.0
Baked/stuffed potatoes	7.5
Soup	5.2
Mexican	4.5
Steak	3.8
Ice cream	3.8
Asian	3.2

Source: CREST *Annual Household Report*, 1985

between 1982 and 1985. Although fried chicken lost ground at dinner—orders fell 5.7 percent, orders of other items, including fried nuggets and barbecued chicken, jumped 86.0 percent during the four-year period.

The consumers' desire for healthier foods and heightened interest in ethnic cuisines have affected food choices at dinner. Orders of broiled/baked/grilled fish rose 53.1 percent between 1982 and 1985, while those for fried fish were virtually unchanged. Consumers also showed a greater preference for Mexican and Asian cuisines; they have upped their orders 24.0 and 10.2 percent, respectively.

Beverage consumption at dinner has undergone some changes. Soft drinks are the overwhelming favorite, accounting for 29.4 percent of all orders at dinner. In keeping with the health/nutrition craze, however, orders for diet drinks registered the biggest gain since 1982, up 55.6 percent. Although coffee remains the second most popular dinner beverage, it, too, has been the victim of changing consumer tastes. Orders have slipped 5.7 percent since 1982, although orders for the decaffeinated version have jumped 95.0 percent.

Dinner and drinks have become a less common combination. Alcoholic beverages accounted for the smallest proportion of beverage orders at the evening repast in 1985, and orders have declined 7.8 percent since 1982. Cocktail orders posted the largest drop, sliding 14.6 percent. The number of requests for beer fell 6.7 percent, and those for wine declined 4.5 percent.

Making the most of dinner

In today's competitive environment, stirring up dinner business takes some creative thinking. Certainly, promotions are one option for boosting sales and customer counts. CREST *Annual Household Report* data reveal consumers use promotions at dinner more than at any other meal period. In 1985, promotions were used at dinner on 15.3 percent of all occasions versus 10.2 percent and 9.5 percent at lunch and breakfast, respectively. Moreover, dinner patrons have become more receptive to promotions, increasing their usage 18.8 percent since 1982.

The National Restaurant Association's study *Consumer Reactions to and Use of Restaurant Promotions* confirms these findings. The majority of respondents in this study who used a restaurant promotion said the last incentive they took advantage of was for the evening meal. The most likely users of incentives at dinner are 35 to 44 year olds, those in the $15,000 to $19,999 income bracket, singles and married couples without children. A sizeable number of those who took advantage of a restaurant promotion at a fine dining establishment were first-time customers.

Although coupons are the most frequently used promotion at dinner, the evening meal offers other promotional opportunities, such as special events and price discounts.

In sum

The dinner hour offers operators vast opportunities for both on-premises and off-premises sales. The key to success is finding the right niche. —*Kate Conroy*

Consumers ask for portion size choices

Restaurants can make a good impression by paying attention to a number of little "extras" highlighted in the association's market segmentation survey Consumer Nutrition Concerns and Restaurant Choices.

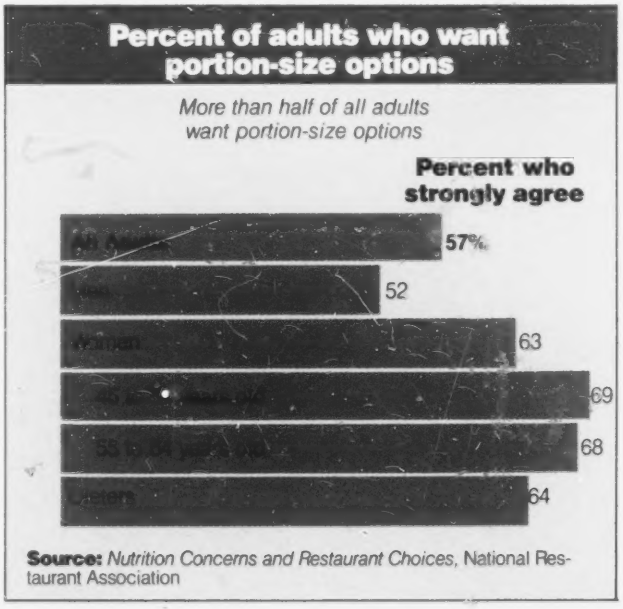
Customer interest in portion-size alternatives—one particular amenity identified by the survey—is high and has increased in recent years.

Customers want portion-size alternatives. Well over half of all consumers, 57 percent, strongly agree that restaurants should offer different portion sizes for different appetites, and another 18 percent agree somewhat. This is up from the 50 percent reported in 1977.

Portion size is a matter of particular concern to women, especially those more than 45 years of age. Among these women, at least two-thirds strongly believe that restaurants should offer more than one portion size.

For obvious reasons, dieters are more concerned than most consumers about portion size. Sixty-four percent of dieters strongly favor portion-size options, and an additional 19 percent agree somewhat.

It is worth noting that a substantial portion of the population is always on a diet. Slightly more than one-third of the respondents in the association's market segmentation survey were either on a diet or had been on one in the past year. Nineteen percent reported they were currently on a diet, and another 16 percent said they had been on a diet to lose weight during the past year. Dieting is especially prevalent among women 45 to 64 years of age: About 30 percent of these women say they are currently trying to lose weight.



Source: *Nutrition Concerns and Restaurant Choices*, National Restaurant Association

Commodity focus

Demand for poultry is strong and growing

Americans continue to eat more poultry—both at home and when they eat out. Because of nutritional and price considerations, poultry's appeal is forecast to continue to grow. The foodservice industry can expect that more poultry products will be developed and marketed in coming years.

The consumer's appetite for poultry products is larger than ever before. This year, per capita consumption of poultry is expected to reach nearly 74.0 pounds, on a retail weight basis, up substantially from 60.6 pounds in 1980. Although poultry consumption has generally trended upward since 1940, the increase has accelerated in recent years. From 1975 to 1985, overall poultry consumption was up 21.5 pounds per person.

Most of the increase in poultry consumption is attributable to broilers. This year, broiler consumption is expected to reach nearly 58.0 pounds per person, up 11.0 pounds from 47.0 pounds in 1980. Also, turkey consumption is expected to top 13.0 pounds per capita in 1986, compared to 10.5 pounds in 1980.

At a time when poultry consumption has registered strong gains, red meat consumption has declined. After peaking at 156.7 pounds in 1971, red meat consumption dropped to 147.7 pounds per capita in 1980 and 144.4 pounds in 1985.

Fish consumption, on the other hand, has increased, but at a much slower pace. Commercial fish and shellfish consumption rose from 12.8 pounds per capita in 1980 to 14.5 pounds last year.

More poultry orders in restaurants

Poultry is among the leading gainers in number of orders at restaurants, according to CREST information. From 1982 to 1985, the number of occasions at which chicken sandwich or chicken/poultry entrees were ordered rose 13 percent. Although quick-service restaurants account for the lion's share of poultry orders, it is notable that poultry orders also advanced at an above average pace in upscale restaurants.

A June 1986 Gallup survey for the National Restaurant Association reveals that restaurant managers have noticed a marked increase in patron demand for poultry. Although fast food outlets have introduced a variety of chicken products this year, more managers at full menu, fine dining establishments reported noticing an increased demand for chicken.

Poultry gains to continue

According to forecasts from the National Broiler Council (NBC), poultry consumption will continue to increase. The NBC forecasts that by 1990 poultry consumption will be at 89.0 pounds per capita, representing a 15.0 pound increase from 1986. Specifically, its projections show an 8.4 pound increase for broilers and a 6.5 pound increase for turkeys.

Percent of restaurant owners noticing increased demand for poultry by type of restaurant

Fine dining establishments have noted the largest demand for poultry items

Limited menu	28%
Full menu	45
Fast food	28%
Fine dining	57
Family	38
All others	40

Source: Gallup Eating Out Monitor, June 1986

Changes in the poultry industry

Today, the broiler industry is dominated by integrated poultry operations that combine hatching, feed production, bird growing and slaughter. Through improved technology and marketing, broiler production has increased at an average annual rate of four percent in the past 15 years. A recent trend that is expected to continue is "further processing" of broilers.

This year, about 19 percent of broiler poundage will be "further processed" into boneless bits, nuggets and other products. Further processing accounted for only 10 percent of slaughter in 1980 and two percent in 1962. Cut-up parts currently account for the majority of poundage—55 percent in 1986—and whole broilers account for 27 percent.

In the future, the share for further processed products is expected to increase dramatically from 19 percent of slaughter in 1986 to 39 percent in 1995. NBC's survey indicates further processing will be the trend "because improved technology will allow better products to be produced, and consumers will demand more of these products because they seek convenience, quality, variety and value."

Rapid growth is expected in the areas of

- batter and breaded
- sauce and gravy
- flaked
- restructured and
- marinated,

according to Dr. Charles J. Wabeck of the Poultry Science Department, University of Maryland. "The processing and further processing area of the broiler industry as we know it today will be a memory in the next five years," he says. Computerized weighing and portioning, aseptic packaging, irradiation and steam injection are some of the processes that will provide innovative products in the coming years.

For further information about the future of poultry products, contact the National Restaurant Association's Information Service in Washington.

At first glance these increases may seem unattainable, but there was a 7.0-pound increase in chicken consumption from 1981 to 1985. Also, the turkey industry, which enjoys many of the same price and nutritional advantages as the chicken industry, has recently introduced various processed products that are expected to extend consumption throughout the year.

Results from the NBC survey of 21 broiler companies further suggest the ranking of meat consumption may change in the next 10 years. Three-fourths of these producer/processors predict that per capita chicken consumption will outweigh beef and pork by 1995. Twenty-five percent, however, predict beef will continue to dominate.

Poultry's price advantage

Relative to beef and pork, broilers enjoy a distinct price advantage. This advantage is present at both retail and wholesale price levels. In 1985, the wholesale price for broilers averaged 50.8 cents per pound, well below the 90.8-cent average for choice steer beef and 91.5-cent average for pork loins. It should be noted, however, that prices per pound for breast meat were about twice the whole broiler price in 1985, up from about one and one-half times the whole bird price in 1960. USDA attributes this increase to the addition of various breast meat entrees in restaurants, especially fast food places.

Chicken leg and wing prices, on the other hand, are below whole broiler prices. This means that there is "a price incentive for processors to find additional uses for the nonbreast part of the broiler," according to USDA's Allen Baker.

The relative price advantage for chicken can mean more chicken orders at restaurants as well, according to the results of a Gallup survey conducted in 1983. When a nationally representative sample of adults was

Menu price sensitivity

Chicken gains in popularity when relative price is considered

	Sample I		Sample II		Sample III	
Menu item	Price	Percent ordering	Price	Percent ordering	Price	Percent ordering
Steak	$9.50	23%	$11.50	21%	$12.50	19%
Shrimp	8.50	21	10.50	20	11.50	21
Chicken	6.75	40	6.75	46	7.75	49
Veal	7.50	16	8.50	12	10.50	9

Source: Gallup Eating Out Monitor, 1983

How broilers are marketed

Cut-up and further processed broilers are considerably more popular today than they were 10 years ago

Year	U.S. production (million pounds)	Percent		
		Whole	Cut-up parts	Further processed
1975	8,127	61%	32%	7%
1980	11,353	50	40	10
1986	14,200	27	54	19

Note: Production is millions of pounds, ready-to-cook basis
Source: National Broiler Council

Per capita consumption of poultry, red meat and fish 1940 to 1990 (projected)

The difference between beef and poultry consumption is decreasing

Year	Broilers	Turkey	Total Poultry	Beef	Pork	Fish/ shellfish
1940	2.0	2.9	17.0	43.4	69.4	11.0
1960	23.4	6.2	34.0	64.3	60.3	10.3
1970	36.8	8.0	48.4	84.0	62.3	11.8
1980	47.0	10.5	60.6	76.5	68.3	12.8
1981	48.5	10.8	62.4	77.2	65.0	12.9
1982	49.9	10.8	63.8	77.2	59.0	12.3
1983	50.8	11.3	65.1	78.6	62.2	13.1
1984	52.9	11.4	67.0	78.5	61.8	13.7
1985	55.5	12.1	70.1	79.1	62.1	14.5
1986*	57.6	13.5	73.8	78.1	58.8	
1990*	66.0	20.0	89.0			

**1986 estimated by USDA. 1990 projected by the National Broiler Council*
Note: Data are pounds retail weight basis.
Source: 1940–1985 data, USDA

Preferred method of chicken preparation

Fried chicken is the top choice

Method	Percent of respondents
Fried/battered	31%
Roasted/baked	22
Barbecued	18
Chicken cordon bleu	12
Chicken cacciatore	4
Chicken divan	2
Chicken fricassee	2
Chicken in casserole	2
All ways	4
Don't eat chicken	2

Source: Gallup Eating Out Monitor, 1985

asked which item they would order if the price was the same for steak, shrimp, chicken and veal, steak was the favorite, preferred by 45 percent of the respondents. Shrimp came in second (27 percent), chicken captured third place (17 percent) and veal came in last (10 percent). One percent gave no answer.

But, as the accompanying table demonstrates, chicken picks up a much stronger following when consumers evaluate the relative prices of menu items.

Relative price is expected to continue to be one of the two important considerations for consumers in the next decade, according to NBC's *Survey of Broiler Companies*. The other high ranking concern that will influence poultry consumption is health and nutrition.

Nutrition concern is important

Consumer perceptions about which foods are healthiest to eat have affected poultry consumption. A 1985 study for the National Livestock and Meat Board demonstrated that the greatest advantage chicken had over beef and pork was related to nutrition and health concerns.

A look at the results of Gallup's inquiry concerning preferred method of preparation shows that nonfried preparations outweigh fried chicken preparations two to one. Still, fried chicken is the single most popular category. CREST information indicates that fried poultry entrees, especially fried bits at quick service places, are responsible for a majority of orders and much of the growth. At upscale restaurants, however, barbecue and other nonfried poultry items are posting stronger gains.

—Susan Mills

No pattern for employee training costs

There is no consistent pattern for training costs by type of establishment, sales, size or years in operation.

For some restaurant operations, employee training involves extensive programs often accompanied by video cassettes and comprehensive manuals. For others, training may be on the job with a minimum of educational materials and aids.

It is not surprising, therefore, that training costs vary substantially from one establishment to another. Even on a per-employee basis, the range of spending for training is broad.

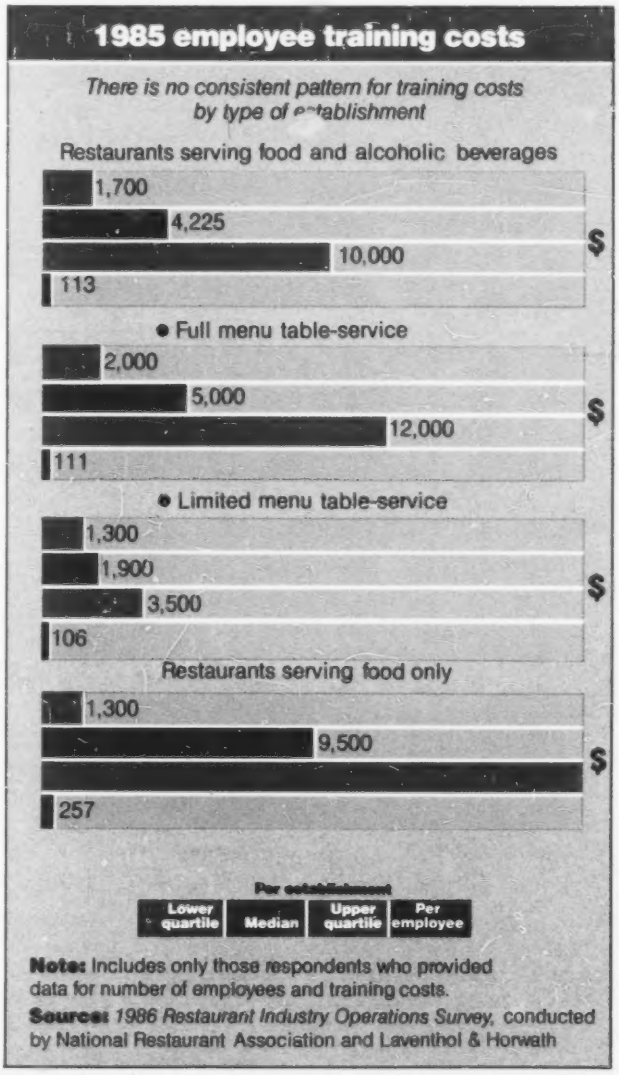
According to the *1986 Restaurant Operations Survey* conducted by the National Restaurant Association and Laventhol & Horwath, the median cost for training per establishment was $4,225 for restaurants serving food and alcoholic beverages.

Training costs for half of the survey respondents fell within a broad range of $1,700 to $10,000. Twenty-five percent of the respondents reported that they spent less than $1,700 for training, and an additional 25 percent spent more than $10,000. The accompanying table shows an even broader range of training expenditures for establishments serving food only.

Of course, the total number of employees who work at an establishment will affect overall training costs, but indications are that the range of spending is likely to be substantial on a per-employee basis as well.

Overall, the 1985 median training cost per employee was $113 for restaurants serving food and alcoholic beverages, as estimated by respondents to the *1986 Restaurant Operations Survey*. The corresponding median for restaurants serving food only was $257. No explanation for this substantial difference emerges from the survey results.

In fact, none of the standard breakdowns used in the *1986 Restaurant Operations Survey* shed any light on training costs. There is no consistent pattern for training costs by type of establishment, sales size or years in operation. Nor does there appear to be a consistent relationship with turnover or the ratio of full to part-time employees.



Note: Includes only those respondents who provided data for number of employees and training costs.

Source: *1986 Restaurant Industry Operations Survey*, conducted by National Restaurant Association and Laventhol & Horwath

1 NEW ENGLAND

Location: Brockton, MA
NRA member: James F. Nelson
Operation: Tip Top Family Restaurant
Profile: Fullservice family restaurant
In business: 39 years
Seats: 385
Meals served: Lunch, dinner

"You won't find tablecloths or candles on the tables," says **James Nelson,** owner of the Tip Top Family Restaurant. You will find, however, plenty of reasonably priced, homemade Italian and American specialties, which is exactly what the hungry customers who fill the restaurant each day and night are after.

The Tip Top, located 20 miles south of Boston, served only pizza when it opened in 1947. Over the years, it evolved into a popular fullservice restaurant which draws families from Cape Cod and Boston as well as from Brockton.

All soups and sauces are made on the premises. Fried clams, broiled scrod, haddock, veal and pasta dishes are house favorites. Pizza, says Nelson, is still an integral part of the restaurant's business. A two-year-old express delivery has expanded so quickly that the restaurant recently opened a separate pizza commissary.

2 MIDDLE ATLANTIC

Location: East Rutherford, NJ
NRA member: Peter J. Logothetes
Operation: Candlewyck Diner
Profile: Fullservice diner
In business: 17 years
Seats: 190
Meals served: Breakfast, lunch, dinner

"Since Candlewyck Diner opened its doors in 1969, the 24-hour restaurant has attracted a comfortable mix of family and professional business," says co-owner **Bill Margaritis.** This year is no exception, and business is up despite what Margaritis called a "bummer of a September."

Located in a densely populated section of northern New Jersey, Candlewyck is in a competitive restaurant market. Margaritis says his staff works hard to satisfy customers.

In an effort to spruce up the diner, the owners recently remodeled, adding brick archways, oak paneling and new wallpaper. The menu has not escaped change either. In addition to the traditional diner fare, sauteed Italian dishes and seafood are popular choices.

Although his diner is modern in its menu and appearance, Margaritis's major business complaint is an old one. "I can't get any good help," he sighs.

3 SOUTH ATLANTIC

Location: Wakefield, VA
NRA member: Bill Galloway
Operation: Virginia Diner
Profile: Country-style diner
In business: 57 years
Seats: 125
Meals served: Breakfast, lunch, dinner

The lines of hungry people waiting to sample the Virginia Diner's southern fried chicken, seafood and country-style ham only tell half the story of the 57-year-old restaurant's success. As owner **Bill Galloway** enthusiastically points out, Virginia fancy peanuts have made the southeast Virginia diner famous.

The diner markets a varied line of salted and unsalted peanuts, both in shell and out. The huge mail-order business includes accounts from customers the world over. The peanut operation has grown so large that Galloway was recently forced to build a 4,000-square-foot facility just for cooking the nuts.

The Virginia Diner was originally housed in a 1860s railroad passenger and baggage car, but expansions over the years have made it difficult to recognize the original structure. Business grows steadily at about 10 percent annually, and on a busy day it is not unusual to serve more than 1,000 meals.

Galloway is proud of the diner's reputation for quick service—when the operation is running smoothly, the average order is filled in seven minutes.

4 EAST NORTH CENTRAL

Location: Cincinnati, OH
NRA member: Ron Sweeney
Operation: Diner on Sycamore
Profile: Fullservice diner
In business: 3 years
Seats: 160
Meals served: Lunch, dinner

"There's a lot of construction around Cincinnati, and the economy is doing real well," says Diner on Sycamore Manager **Steve Carroll.** The non-traditional diner, located in the downtown section of Ohio's Queen City, is also thriving, with business increasing 10 percent in each of the restaurant's three years of operation.

The diner's physical plant is one of its most striking features. A kitchen and dining room were added to an original 1950s diner, which the owners brought, on a flatbed truck, to its present location. Neon, stainless steel and Italian tiles add a high-fashion look.

The original dining area now serves as the lounge. Upon entering, customers are greeted not by a counterman flipping burgers but by a bartender mixing drinks. Around to the side is the dining room, where customers sit in black, patent-leather booths and order from a varied menu. In addition to salads, burritos and sandwiches are such distinctive dishes as tempura shrimp wrapped around artichoke

hearts and Brie en croute with a raspberry sauce.

5 EAST SOUTH CENTRAL

Location: Jackson, TN
NRA members: Basil J. Baudo, H.A. Baudo
Operation: Baudo's Restaurant
Profile: Fullservice restaurant
In business: 21 years
Seats: 200
Meals served: Lunch, dinner

Fall business has been brisk at Baudo's Restaurant in Jackson, TN. According to head cook **Jack Baudo,** whose parents own the restaurant, "We always expect a slow September and January, but the other months more than make up for it."

Located midway between Memphis and Nashville, Baudo's is a stopping-off point for salesmen and professionals during the week. On the weekends, it is popular with families and couples looking for a special night out.

Latticework with grapevines and Chianti bottles give the dining room an outdoor patio feeling. At candlelit tables, customers enjoy American and Italian cuisine—prime rib, seafood and pasta dishes are house specialties. Customers who save room for dessert can enjoy a slice of one of Baudo's unusual homemade pies. *Pina Colada Pie*, with pineapple, coconut and rum, and *Banana Split Pie*, with all the ingredients of the old-time favorite, are two rich examples.

6 WEST NORTH CENTRAL

Location: Des Moines, IA
NRA member: Judy James
Operation: Cyclone Truck Stop
Profile: Family-style truck stop
In business: 11 years
Seats: 74
Meals served: Breakfast, lunch, dinner

"Even though Iowa's economy has been hurting for about three years now, our business is still showing a little growth," says **Bob James,** owner of the Cyclone Truck Stop. The Cyclone's business depends on the amount of truck traffic on the highways, James adds, and the months leading up to Christmas are busy because trucks are filling up the warehouses for the holidays.

The Cyclone's clientele is about 65 percent blue collar, with truck drivers constituting about one-quarter of that segment. Customers at the truck stop expect filling food, and James's sirloin steaks and fresh, breaded tenderloins never disappoint. Daily specials include liver and onions—a surprisingly good seller—and casseroles. All pies, rolls and pastries are baked on the premises.

7 WEST SOUTH CENTRAL

Location: San Antonio, TX
NRA members: C.H. Roman, Gene Barton, Chris Houser
Operation: Aunt Julie's Kitchen
Profile: Fullservice family restaurant
In business: 2½ years
Seats: 200
Meals served: Breakfast, lunch, dinner

The restaurant business in San Antonio is "terrible," laments **Jesse Hellums,** co-owner of Aunt Julie's Kitchen. Hellums's family restaurant is at a particular disadvantage, he says, "because it's a new concept, and we're not sure we've got everything just right."

Most restaurants in San Antonio are down 15 to 25 percent this year. Hellums blames the poor economy. "When things were going well we overbuilt, and now we've got too many restaurants competing for the same food dollar," he explains.

Aunt Julie's Kitchen serves family-style food in generous helpings. A breakfast bar, where customers help themselves to hot and cold offerings, has proved to be one of the restaurant's few bright spots. Hellums says it has been a "huge success on weekends." At lunch and dinner, when the most popular entrees are fried chicken and chicken-fried steak, customers round off their meals with a trip to the vegetable and salad bars, where six fresh vegetables and an array of salad items await them.

8 MOUNTAIN

Location: East Clovis, NM
NRA member: Darrell Cook
Operation: Cook's Truck Center Restaurant
Profile: 24-hour truck stop
In business: 8 years
Seats: 125
Meals served: Breakfast, lunch, dinner

"The local economy is suffering," says **Darrell Cook,** the owner of Cook's Truck Center Restaurant, "because agriculture and the cattle business are not doing well." Business at Cook's, however, is strong because of business from truckers. The fall and early winter months are particularly busy, says Cook, although things begin to slow down around February.

About one-third of Cook's customers are truckers, and as a concession to their unusual schedules, he offers anything on his menu at any time of the day. Breakfast foods are a big seller, and recent experiments with *chile rellenos* and *sopaipillas* have also proved successful.

Cook likes to prepare all his food from scratch. He recently hired a full-time baker who has significantly raised the quality of the homemade chocolate and coconut pies, cinnamon rolls and breads.

9 PACIFIC

Location: Dunnigan, CA
NRA member: Donna Weir
Operation: Aladero Coffee Shop
Profile: 24-hour truck stop
In business: 13 years
Seats: 120
Meals served: Breakfast, lunch, dinner

Business is booming at the Aladero Coffee Shop, a 24-hour truck stop located about 30 miles north of Sacramento on I-5. The diner regularly serves more than 1,000 meals a day. Lately, it has nearly doubled that total due to the misfortunes of two local competitors. One nearby restaurant burned down, and another temporarily closed due to a death in the owner's family.

The Aladero, however, does not need to rely on natural disasters to get a leg up on competition. As manager **Donna Weir** points out, the cafe is nicknamed "Panty Hose Junction," because "all you see when you come in here is legs."

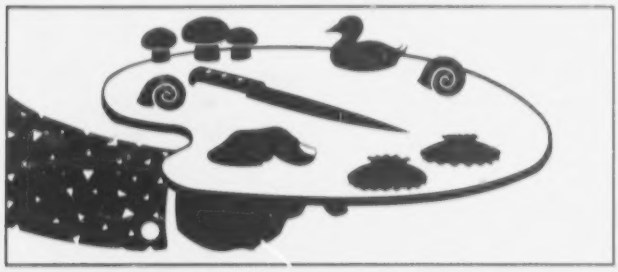
Aladero's customers order breakfast foods, taco salads and chicken-fried steaks. Ollie Delano, who has cooked at the diner since it opened 13 years ago, also bakes a popular bread pudding that is served with daily specials, such as meat loaf and Cajun-baked chicken.

—David Slater

Edible art

When the directors at the French Culinary Institute in New York, NY, wanted to raise their students' consciousness about food presentation, they knew where to turn for help. The institute, located in the Soho section of Manhattan, recruited neighborhood artists to participate in their "Artists and Cuisine" dinner series.

Since the series began last year, the institute's student-run restaurant, Le Ferrandi, has been the site for six collaborative dinners. For each dinner, a chef is matched with an artist whose work is temporarily displayed at the restaurant. Students take part in the presentation.



The most recent collaboration was between Bob Breeding, a local sculptor, and Jim Peterson, an instructor at the school. After one month of planning, the two men came up with a meal that featured wild mushrooms and snail consomme, gratin of Malpeque oysters and scallops, roast duck, green salad and individual tulip-shaped pastry shells filled with white chocolate mousse.

"What I noticed immediately in his work were the organic forms," Peterson said. As a result, wild mushrooms and scallop shells were obvious choices. When it came to duck, Peterson was unsure how to create a dish that would convey the soft, flowing nature of Breeding's sculptures. So he decided to slice the meat and accompanying vegetables into strips about six-inches long and one-inch wide. "I figured Bob could coil them together and come up with the forms in his art." Breeding did.

Both men said they gained a greater appreciation of the other's medium. "Chefs have preconceptions as to how plates should look," said Peterson. "But when you work with an artist, there's a certain spontaneity." Said Breeding, "I had never thought of relating food to my art."

—The New York Times

A house wine that's homemade

Turback's of Ithaca, a small restaurant in Ithaca, NY, has brought new meaning to the term "house wine." The restaurant's dining room staff tended the vines and picked the grapes for their "Blanc du Jour."

Turback's has long been a champion of New York wines, particularly those produced in the Finger Lakes region where the restaurant is located. In an effort to teach the staff "the full range of the wine experience, from vine to glass," owner Michael Turback approached the Frontenac Point Vineyard with his proposal for the unique collaboration.

The vineyard agreed to let Turback's staff assist in vine-tying, grape-thinning and harvesting the grapes. Then, after experimenting with a number of blends from the two varieties that were picked, a wine comprised of 75 percent Seyval Blanc and 25 percent Johannisberg Riesling was determined to be the most versatile and complementary to the range of food served at Turback's.

The collaboration should prove beneficial to the vineyard as well. "A knowledgeable restaurant staff is our goodwill ambassador to the public," says James Doolittle, owner and wine maker of Frontenac Point. "The more they know about wine, the better the sales."

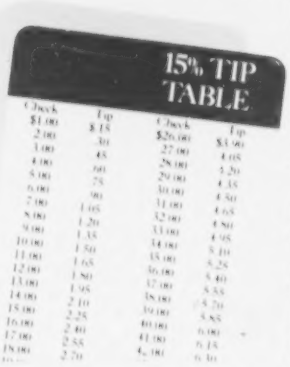
—Turback's

A hot tip

For those people who have difficulty calculating a 15 percent tip, help is on its way. Californian Walter Littenberg has created a plastic, credit card-sized "Tip Table" which calculates a 15 percent tip for check totals from one dollar to $100.

According to Littenberg, the tip table has turned into a phenomenally successful impulse item. Some of his best customers, he says, are waiters and waitresses who buy the cards to distribute to their customers.

The cards cost 79 cents each, and they are available at many stationery, drug and book stores. They also can be purchased by the dozen by sending $10.48 (which includes one dollar for shipping) to Target Promotions, Box 1693, Santa Monica, CA 90406.



—Restaurants USA

A scrapbook of food facts

A. How many pounds of potato chips does the average American eat in one year?

B. How many peanuts does it take to make one jar of peanut butter?

C. If you spoke dinerese, how would you order a well-done burger with lettuce and tomatoes but no onions?

The answers to these questions and more can be found in *Great American Food Almanac*, an organized scrapbook compiled by prolific cookbook author and writer Irene Chalmers with graphic design Milton Glaser and friends. Using snippets of news and views from hundreds of authoritative sources, the almanac is useful, diverting and full of surprises.

Some of the more interesting chapter headings include "Eating out," "Cooking schools," "Eating habits" and "Aquabusiness," a surprising look at what the future holds for fish lovers. The book is published by Harper & Row.

And now for the answers to the questions . . .

A. 17

B. 540

C. Burn one, drag it through the garden, but don't cry on it.

—Restaurants USA

You're what makes America's Hospitality Industry work.

STAND UP & TAKE A BOW!

Ours is a Special World...

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AMERICA'S HOSPITALITY INDUSTRY

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